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## CHAPTER THREE

## PUBLIC INFORMATION

## 0300 REFERENCES

a. DoD Directive 5122.5 of 4 August 1988 (NOTAL). [Subject: Assistant Secretary of Defense (Public Affairs)] Issues the duties and responsibilities of the Assistant Secretary of Defense (Public Affairs) regarding public information and outlines the categories of information which require clearance and release at the Seat of Government.

b. MCO P5720.61 (NOTAL). (Subject: Marine Corps Public Affairs Manual, Volume II, Organization, Mission and Functions) Provides in-depth guidance and procedures for the conduct of Marine Corps public and internal information and the organization, mission and functions of Marine Corps public affairs.

c. OPNAVINST 5510.1H (NOTAL). (Subject: Department of the Navy Information and Personnel Security Program Regulation) Comprehensive policies and guidance for information security within the Department of the Navy, containing specific requirements for the protection of classified material in a wide range of circumstances (accidents, in presence of television cameras, etc.)

d. DoD Directive 5230.9 of 2 April 1982 (NOTAL). (Subject: Clearance of DoD Information for Public Release) Basis for security and policy review prior to information release.

e. OPNAVINST 5510.161 (NOTAL). (Subject: Withholding of Unclassified Technical Data From Public Disclosure) Basic guidance on disclosure of militarily critical technology.

f. DoD Directive 4515.13-R of January 1980 (NOTAL). (Subject: Air Transportation Eligibility) Sets forth procedures and policies for the travel of news media aboard DoD aircraft.

g. NTP-9 (NOTAL). (Subject: Navy Communications Manual) Basic manual for naval communications, containing procedures for handling and accounting for messages originated by reporters while embarked in Navy ships.

h. NAVMEDCOMINST 5721.1C (NOTAL). (Subject: Clearance and Review of Speeches and Professional Manuscripts) Review of speeches, etc., on clinical topics.

i. SECNAVINST 5370.2J. (Subject: Standards of Conduct and Government Ethics) Policies affecting speakers, Department of the Navy personnel writing for commercial publications, etc.

j. DoD Instruction 5410.18 of 3 July 1974 (NOTAL). (Subject: Community Relations) Provides DoD policy on speeches.

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k. **DoD Directive 1325.6 of 12 SEP 69 (NOTAL).** (Subject: Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces) Contains policy that bars DoD participation in events involving discriminatory groups.

l. **OPNAVINST 5290.1A (NOTAL).** [Subject: Naval Imaging Program (NAVIMP)] Provides guidance for audiovisual management and operations in the Navy.

m. **SECNAVINST 5211.5C** (Subject: Personal privacy and rights of individuals regarding records pertaining to themselves) Treats the issue of Congressional requests for personal information.

n. **OPNAVINST 5510.158A (NOTAL).** (Subject: Security Review Guide for Congressional Matters) Provides guidance for the submission of material for security review prior to its release to Congress.

o. **SECNAVINST 5870.5 (NOTAL).** (Subject: Permission to Copy Materials Subject to Copyright) Provides information on employing copyrighted materials in a work.

p. **SECNAVINST 5870.6 (NOTAL).** (Subject: Copyright in Works of Authorships Prepared by Department of the Navy Personnel) Provides guidance on securing copyright of official works.

A)

q. **DODINST 5410.16 OF 26 JAN 1988 (NOTAL).** (Subject: DOD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Production) Outlines policies and procedures governing DOD assistance to productions which are primarily entertainment oriented.

### 0301 PUBLIC INFORMATION POLICY

a. **The Need to Inform the Public.** The task of leadership is to evaluate, inspect, criticize and correct. In the United States, an informed public exercises leadership over the government and its institutions. While it is a needless and unwelcome adjunct of the military in a totalitarian society, public information in the U. S. armed forces is essential and desirable. Without it, an uninformed constituency would be called upon to make decisions affecting national defense. It is desirable for several reasons. First, it provides the military a way to draw the public's attention toward a heroic act or a pressing need. Second, because public information embodies a feedback mechanism, it keeps the military informed of public attitudes and sensitivities.

b. **Public Feedback.** A government cannot endure nor a democratic society flourish without accountability. History is a long record of the eventual demise of institutions that prohibited criticism and fostered branches of government accountable only to themselves. Leaders who are not accountable to the people avoid public criticism and resist change. An open, ambitious public information policy is the Department of the Navy's assurance that it remains accountable to the public.

c. **The Case for Ambitious Public Information Policy.** In the context of the Maritime Strategy, the argument for a strong Navy and Marine Corps is compelling. But the Naval Establishment must do more than demonstrate its value, procure necessary systems, recruit and train personnel and operate the fleet. It must continually and vigorously operate as a public trust with its leaders performing the role of trustee. The bestowal of public trust and confidence in the Navy and Marine Corps is tentative, subject to constant and critical review. That

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process of review depends on a flow of information about the services that is unrestricted, accurate, comprehensive and candid. To restrict or needlessly delay the release of information betrays the public trust and invites unwarranted criticism. Therefore, the Department of the Navy's policy is to encourage free information flow, restricted only by legitimate constraints of security, policy and statute. The Navy and Marine Corps form a proud team ready to display mission readiness, demonstrate stewardship of public resources and enunciate current and projected requirements. This is the philosophy underlying the Department of the Navy's public information policy.

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**0302 THE RELEASE OF INFORMATION**

**a. Release by the Office of the Secretary of Defense.** General military information on overall DoD and DON national or international plans, policies, programs and operations is normally released by the Office of the Secretary of Defense [OASD(PA)] as per reference (a). Accordingly, information and statements intended for the public, internal audience or news media will be submitted to Office of the Chief of Naval Operations (Special Assistant for Investigative Matters and Security (OP-09N) or, in the case of Marine Corps matters, the Director of Public Affairs (DIRPA) for further clearance by the Assistant Secretary of Defense (Public Affairs) [ASD(PA)] if they: (R)

(1) Originate or are proposed for origination or publication at the Seat of Government;

(2) Are now or have the potential for becoming topics of national or international interest;

(3) Have foreign policy or foreign relations implications; (R)

(4) Concern policy under the purview of another government agency;

(5) Concern matters of potential controversy among DoD components or with other federal agencies;

(6) Concern any of the following subjects:

(a) New weapons, weapon systems, significant modifications or improvements to existing weapons or weapon systems, equipment or techniques. (D)

(b) Military operations, operations security, potential operations and significant exercises;

(c) National Command Authority and command posts;

(d) Military applications in space; nuclear weapons, including nuclear weapons effects research; chemical warfare; defensive biological and toxin research; and high energy lasers and particle beam technology;

(e) Material, including that submitted by Defense contractors, involving militarily critical technology;

(f) Communication security, signals intelligence and computer security;

(g) Other subject areas that may be designated by the Office of the Secretary of Defense or higher authority;

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R) All test and evaluation data connected with subject areas listed in Article 0302a(6) above and proposed for release to the public, internal audience or news media will be submitted to the Office of the Chief of Naval Operations (Special Assistant for Naval Investigative Matters and Security) (OP-09N), who will coordinate on Marine Corps matters with the Commandant of the Marine Corps (Code INTC-Counterintelligence). The release will also be coordinated with the Director, Test, Evaluation and Technology Requirements Navy, Director of Research and Development Requirements (OP-091) and other appropriate officials having an interest in the data. In appropriate cases, OP-091 will coordinate with the Assistant Secretary of the Navy (Research, Development & Acquisition) prior to submission to ASD(PA) for final release approval.

R) **b. "Exhibit 12A" Information.** The list provided in Article 0302a(6) above is referred to as Exhibit 12A information, special categories of information which warrant clearance by ASD(PA) prior to release. This information also requires Seat-of-Government-level security and policy review; see Chapter Five.

**c. Major Contract Awards.** In addition to these special categories of information, the announcement of the award of any contract valued at \$3 million or more must be submitted to CHINFO (who will handle information release in the case of Marine Corps contracts) for clearance by ASD(PA) prior to release. A copy of any contract dealing with or affecting the Marine Corps will be furnished DIRPA.

**d. Release/Approval by the Chief of Information or Director of Public Affairs.** CHINFO is authorized to respond to requests by the public and the news media for information about the Naval Establishment as a whole. Matters under the cognizance of the Marine Corps are handled by DIRPA. Guidance for Marine Corps public information is contained in this instruction and reference (b). When information concerning the Marine Corps is released by CHINFO, it is coordinated with the DIRPA prior to release. With regard to broad functions, the Service Information Chiefs:

(1) As required, initiate the release of information about the Navy or Marine Corps through ASD(PA).

(2) Obtain newsworthy information from various offices and commands within the DON. (Proposed news releases and replies to requests for information are reconciled with files and all interested agencies prior to release.)

(3) Arrange or become involved in the coordination of interviews and press conferences that involve media with a national audience or have the potential of touching upon broad Navy or Marine Corps interest issues. [Such interviews and conferences will be monitored by a Public Affairs Officer (PAO) from CHINFO, DIRPA or the activity involved.]

(4) Approve, release, coordinate with ASD(PA) or designate a release point on information or requests involving:

(a) Stock motion picture footage or video;

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(b) Technical and material assistance and advice to television and motion picture producers;

(c) Potentially sensitive matters; occurrences or conditions which, when released, might result in criticism of the Navy or Marine Corps; or other matters that may receive national or significant regional news coverage;

(d) Embarkation of media in Navy ships and aircraft (beyond the scope of local travel), and those visits of news media to ships in port and to installations which could result in coverage beyond the scope of routine local news;

(e) All embarkations of national news media in submarines, visits to submarines in port and visits to operational submarine support installations ashore.

(5) Assist, coordinate and approve all requests for information by national magazine and book publishers.

(6) Assist as appropriate Navy and Marine activities in the conduct of news media relations programs, including the coordination of local queries on sensitive issues [see subparagraph (4) above], limited research at the Seat of Government and guidance on fast-breaking news situations at the local level calling for spot news releases [see Article 0306b (News Releases)].

**e. Release below the Seat of Government Level.** Commanders are authorized to release information to the public and the news media that is wholly within the mission and scope of their commands or activities and is not otherwise governed by the provisions of Article 0302a and 0302b. When it is necessary to gain release clearance from higher authority, commands will submit material for clearance only after it has been reviewed and necessary amendments made to the fullest capability of the command. The proposed release must always conform to established Department of Defense, Department of the Navy and other U. S. Government policies; applicable statutory requirements, and applicable security requirements. See Chapter Five (Security and Policy Review) and references (c), (d) and (e). When the release of information is being considered below the Seat of Government level, the responsible commander shall:

(1) Act as primary subject matter expert for the command, providing information to the PAO, consenting to media interviews when appropriate or designating other officials of the command to be interviewed per this instruction.

(2) Notify via the chain CHINFO or, for Marine Corps matters, DIRPA by the most expeditious means available if the release is to be made to national news media, including a wire service; such notification must be made prior to the release of information, unless it is a "spot news release" made under the strict guidelines on exception to policy provided in Article 0306b (News Releases).

(3) Coordinate the release of information with the next higher echelon in the chain when organizational interrelationships are unclear; see Articles 0102a(5), 0103e (Public Affairs Functional Applications--Supporting Elements) and 0105a (Public Affairs Organization and Authority--General).

(4) Coordinate the release of information with the immediate superior of a tenant activity or embarked unit when it concerns a controversial, sensitive or

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potentially embarrassing issue involving the tenant unit on base or embarked detachment aboard ship.

**f. Freedom of Information Act Impact on Information Release.**

Although news media representatives do not normally file their requests for information based on the Freedom of Information Act (FOIA), Department of Defense policy is that information will be released if it would be released if the request was filed under FOIA provisions. See Article 0707b (Media Relations Implications).



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**TABLE 3-1: DETERMINING RELEASE AUTHORITY**

Use this matrix as a guide in determining release authority. Review Article 0302 (The Release of Information), pertinent sections of Chapter Five (Security and Policy Review) and guidance promulgated by appropriate seniors in the chain. Normally, requests from the news media for information which must be released by ASD(PA) will be forwarded via the chain to CHINFO or DIRPA.

**1. If the information is now or has the potential for becoming...****release authority is:**

- |   |         |
|---|---------|
| a. A topic of national or international interest                          | ASD(PA) |
| b. A matter with foreign relations implications                           | ASD(PA) |
| c. Under the purview of another government agency                         | ASD(PA) |
| d. A matter of controversy among DoD components or another federal agency | ASD(PA) |

**2. If the information consists of or discloses...****release authority is:**

- |   |  |
|---|--|
| a. "Exhibit 12A" Information  | ASD(PA)  |
| b. Test and Evaluation information connected with "Exhibit 12A" Information | CNO (OP-09N) or CMC (Code-INTC) who coordinate with ASD (PA) as necessary. |
| c. Major Contract Awards  | CHINFO [who coordinates as necessary with ASD(PA)]                         |

**3. If the military is asked to respond to a request involving...****approval authority is:**

- |                                 |   |
|---------------------------------|---|
| a. National news media coverage | CHINFO or DIRPA [who coordinate as necessary with ASD(PA)]. [Exception: spot news releases in certain circumstances; see Article 0306b (News Releases)] |
|---------------------------------|---|

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**3. (continued) If the military is asked to respond to a request involving...**

- b. Nonlocal travel of news media in ships or aircraft
- c. National magazine or book publishers
- d. A matter under purview of a command not otherwise requiring higher level review for security and policy
- e. Navy nuclear propulsion information
- f. Nuclear weapons safety, inspections, accidents or incidents
- g. Physical security of nuclear weapons
- h. Research and development of nuclear weapons
- i. Nuclear weapons warfare procedures
- j. Nuclear weapons operations
- k. Polymer hydrophones and arrays and submarine acoustics
- l. Submarine operations and other related matters
- m. Chemical or biological warfare defense of ground forces
- n. Applications in space
- o. Other militarily critical technologies not listed above
- p. Developmental test and evaluation information or data

**approval authority is:**

CHINFO or DIRPA [who coordinate as necessary with ASD(PA)]

CHINFO or DIRPA

Officer in command or designated representative for news media relations.

CNO (OP-00N) \*

CNO (OP-04) \*

CNO (OP-09N) \*

CNO (OP-098) \*

CNO (OP-095) \*

CNO (OP-06) \*

CNO (OP-02) \*

CNO (OP-02) \*

CMC (Code-INTC) [Submit via DIRPA]

CNO (OP-09N) \*

CNO (OP-09N) \*

CNO (OP-098) \*

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**3. (continued) If the military  
is asked to respond to a request  
involving...**

**approval authority is:**

q. Operational Evaluation  
(OPEVAL) results

COMOPTEVFOR \*

r. Lists of names or addresses  
of personnel assigned to units  
stationed outside 50 states,  
DC, USVI, Guam, Puerto Rico and  
American Samoa

CNO (OP-09B30) or CMC (MPI-60)

s. Lists of names or addresses  
of personnel assigned to  
routinely deployable units

CNO (OP-09B30) or CMC (MPI-60)

t. Lists of names or addresses  
of personnel assigned to units  
engaged in sensitive operations

CNO (OP-09B30) or CMC (MPI-60)

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\* -- Indicates primary Department of the Navy coordination point. Approval by ASD(PA) will be necessary in most cases. See Chapter Five (Security and Policy Review).

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### 0303 ELEMENTS OF PUBLIC INFORMATION ACTIVITY

a. **General.** In responding to an inquiry from a private citizen or issuing a statement to news media representatives, action generally involves information collection, analysis, coordination, release approval and dissemination. These elements of public information activity are discussed below.

b. **Collection of Information.** The Public Affairs Officer (PAO) obtains information from a variety of sources, usually within the unit or activity. Individuals who serve as sources of information within Navy and Marine Corps commands are responsible for providing the PAO accurate, comprehensive and official information necessary to meet the requirements of this instruction. Sources of information must also apprise the PAO of any pertinent security or statutory constraints. PAOs will also keep themselves informed of the day-to-day activities of their commands and participate in both short-term and long-term planning.

c. **Analysis.** Analysis is the review of information for completeness and its correlation with any other issues. Technical or esoteric information may have to be explained, placed in the form desired and couched in terms that will be readily understood both by that representative and the audience served. Such efforts should retain the meaning or findings of the source data.

d. **Coordination and Approval.** Information must be coordinated with the appropriate offices and activities internal and external to the command and submitted to the appropriate authority for release approval. To determine the commands, offices or agencies with which a release must be coordinated and the proper releasing authority, the PAO must evaluate various factors, such as the subject matter proposed for release, anticipated impact of the release, the reach of news media (local versus national) and, in the case of speeches, the prominence of the speaking platform. Article 0302 (The Release of Information) is germane. The need for review at the Seat of Government is also discussed in Chapter Five (Security and Policy Review).

e. **Dissemination.** The dissemination of information involves all activities associated with the actual process of communication, distribution or message delivery. To assure that the Navy and Marine Corps respond consistently down through the chain to legitimate public inquiry, standards of performance are set forth below.

(1) **Speed of Release.** Navy and Marine Corps activities shall, whenever possible, meet deadlines for the release of information in response to inquiry. This includes the provision of materials (i.e., audiovisual, etc.) to requesting media. Those responding to the media or public query will not promise or assure an inquirer adherence to a deadline, but will acknowledge the deadline and indicate that a response will be made as soon as possible. If the deadline is near and information is not yet ready for release, the inquirer will be notified prior to the deadline of the reasons for the delay. Commands will seek to provide some degree of preliminary information to the inquirer when a deadline cannot be met. Example: "In response to your earlier inquiry, there was an aircraft accident on October 1, 1986. The investigation is being reviewed for any security or statutory limitations that would prohibit this command from providing further details." As more significant information becomes available and cleared for release, provide same to the reporter without delay until all provisions of the request are satisfied.

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(2) **Impartiality.** Officials who represent Navy and Marine Corps activities will not favor or appear to favor one news medium or media representative over another. All are entitled to fair and equitable consideration. See Article 0304c (Exclusive Requests for Information) and Article 0304d (Rule of First Inquiry).

(3) **Necessity for Personal Contact.** PAOs must foster a professional relationship with news media representatives. PAOs (officer or enlisted) of Navy and Marine Corps shore activities will meet with all news media in their local area on a regular basis. When a shore activity is located in a major media center where visiting all local media is impractical, assistance from the cognizant Navy Office of Information or Marine Corps Public Affairs Office should be obtained to develop a reasonable media visitation program. The initial visit must occur as early in the tour as practicable, and, when possible, should involve senior-level leadership of that medium. There should be periodic personal meetings with the point-of-contact designated by senior media leadership. The commanding officer or unit commander should accompany the PAO on initial visits to senior management.

(4) **Refusal to Provide Information.** If factual information within the purview of a command has been requested and a statement cannot be released, the command will explain, within the bounds of security and statute, why the requested information cannot be provided. Information cannot be withheld arbitrarily or merely to avoid criticism; Article 0102a (Department of Defense Principles of Information) is germane. However, commands should decline to offer opinions or answer a question that is speculative in nature. In cases where absolutely no comment is deemed appropriate, the phrase, "I have nothing to release on that subject" can be used.

(5) **Events of Intense Public Interest.** It is the policy of the Department of the Navy to disseminate fully, candidly and promptly information on accidents, disasters, incidents and any other emergent situations of intense public interest unless such a release would compromise national security. History demonstrates that news of serious accidents, disasters and other emergencies finds its way into the press regardless of whether the affected organization releases the information. News predicated on rumor or hearsay rather than official sources is usually inaccurate or exaggerated. Failure to release official information on an event of intense public interest may be interpreted to mean that the organization is concealing embarrassing or potentially damaging facts. This can result in prolonged efforts by the press to extricate facts, thus keeping the event before the public eye for an undue length of time. If news of an accident or incident is released by the Navy or Marine Corps rapidly and fully, news media coverage is generally more straightforward and less likely to remain of high interest to news media.

(6) **Official and Unofficial Statements.** The distinction between an official and unofficial statement is vague at best, and both commanders and public affairs personnel must understand that any statement can be construed as official by the public or the news media. Official information will be processed in accordance with this instruction prior to its release. Persons making official statements shall refrain from comment on matters outside their purview and shall avoid speculation. On an "unofficial" or "private" basis, naval personnel (Navy and Marine Corps military members, civilian employees and reservists on active duty) are free to consent to be interviewed by news media representatives, associate with civilian groups and write by-lined material for publication provided that the information released:

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- (a) is solely within the bounds of personal and private experience,
- (b) is not in violation of any security or statutory regulations,
- (c) does not reveal otherwise protected data (information that must be subjected to high level security or policy review regardless of its classification),
- (d) is signed without title, rank or military identification and
- (e) is prefaced by a comment that the statement is private and not related to official position.

An individual's service experience is in the realm of personal, private experience (i.e., what it means to be a Marine, what it's like to be at sea, etc.) provided security and statutory requirements are observed. Sharing such experience can broaden the public's appreciation of the Navy and Marine Corps and convey the professionalism and personal excellence of its members. It should be noted that naval personnel who produce unofficial or private writings, photographs and other renderings for public release in any form, including commercial publication, may be required to submit the material for security and policy review. See Chapter Five (Security and Policy Review) for a discussion of circumstances under which submissions are necessary. When personal manuscripts, letters and other renderings are submitted for security and policy review to command officials by an individual of that command, such material is to be screened solely to ensure that no classified or otherwise protected data are revealed and that statements made are in accord with official policy.

**(7) Delegation of Release Authority.** At the earliest stage of the PAO's tour of duty and following change of command, the PAO will ascertain the requirements of the commander or commanding officer regarding authority to release information to the public or the news media in various situations (routine response to inquiry, news media embarkation or visit to the unit and emergency situations or contingency operations).

(a) In many but certainly not all situations, commanders and commanding officers require that all information be channeled through them until they have the opportunity to observe the PAO in the early stages of a tour and as the new officer becomes increasingly familiar with the mission and operations of the command.

(b) After the PAO has served in the assignment for six to nine months, the commander must review and restate the delegation of release authority, especially in emergencies or during contingency operations, and make this decision a matter of record. If a Command Information Bureau (CIB) is established, release authority for information passed from the CIB must be a subject for separate correspondence. At the scene of an emergency, authority for releasing information and assisting news media, following necessary staffing and coordination, are usually delegated to the PAO, freeing the commander to concentrate on operational concerns.

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## 0304 BASIC NEWS MEDIA RELATIONS

a. **Policy and Ethics.** The two basic tenets in dealing with the news media are that information be factual and media be treated fairly and equitably. In addition to conforming to the provisions of Article 0102a (Role of Public Affairs in the Department of Defense), and the standards of performance delineated in Article 0303 (Elements of Public Information Activity), Navy and Marine Corps commands shall:

(1) **Release adverse news candidly and rapidly.** Occasionally, unfavorable or embarrassing occurrences arise, and there is a natural reaction to delay disclosure of events. Nevertheless, there are both ethical and practical reasons why adverse news should be released. For example, if disclosure is delayed significantly, the matter in question may remain in the news much longer than it would have if disclosure had been full and immediate. Review Article 0301 (Public Information Policy) and 0303d(5) (Events of Intense Public Interest).

(2) **Provide reporters all pertinent facts.** Assist reporters in achieving a balance in their news coverage by initiating the release of information. Commanders and their PAOs should provide maximum information to ensure news media fully understand an issue. Never mislead news media with incomplete information (e.g., by providing only that information requested by a reporter). Most reporters conscientiously seek a balanced work. If difficulty is encountered in researching or preparing all pertinent facts in time to meet deadlines, provide all available, releasable information. Review Article 0303d(1) (Adherence to Deadlines).

(3) **Be accessible to the Duty Officer.** The PAO must be on call 24 hours a day. Security and duty or watch personnel must be able to reach the PAO or designated representative at all times. Duty personnel should have immediate access to the telephone roster of the public affairs office staff. Public affairs staff personnel are required to ensure that all recall bills and emergency telephone rosters contain current information.

(4) **Require Review of Material Only for Security Reasons.** Do not request a news person to submit material for review unless security considerations are involved. If security review is required, inform the reporter at the time of the request for the story. Also, inform the reporter how long security review of material may take. If the reporter elects to provide the story for security review, offer to clarify technical points, expedite delivery of the material for review and periodically advise the reporter of the status of the review.

b. **Distorted or Untruthful News Reports.** Occasionally, some inaccurate reporting will occur which reflects poorly on the command and the Navy or Marine Corps. A demand for retraction or issuing a denial is seldom fruitful and can be counterproductive. In each instance, the command must estimate the value of seeking a correction, thereby rekindling media interest, or letting the story die. The following courses of action, to be reserved for occasions when it really matters, may be taken:

(1) The command is encouraged to provide factual information refuting erroneous points and conclusions made in a news report or editorial to the editor or news director, keeping the chain of command informed. Submit this information to

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the responsible news agency either in person or in writing as soon as possible following the occurrence of incorrect reporting.

(2) If no correction results and circumstances warrant, make the same factual information or evidence available to other local news media on an equal basis.

(3) In the case of newspapers and magazines, the command should expect publication of any written letter of rebuttal. In the case of television or radio, the station manager or news director of a television or radio station may request a live or taped presentation of the corrected information. Inasmuch as this rebuttal is offered by the command, it would be inappropriate for the command to deny this request.

(4) If a command learns that an erroneous report will receive wider attention than the local area (i.e., through broadcast syndication, network, wire service, etc.), the command must inform CHINFO or DIRPA immediately with a description of the circumstances and responses made by the command.

(5) Should a reporter persist in being hypercritical about a Navy or Marine Corps issue, the command shall inform CHINFO or DIRPA.

**c. Exclusive Requests for Information.** An "exclusive" is one reporter's request for information that no other reporter has requested. It can involve both major and minor news stories. Requests for exclusive information on major stories of obvious widespread news value are not honored. The public's right to newsworthy information, which dictates wide dissemination to all news media, transcends the proprietary rights of a single reporter who may be first to ask. Following up on a story of obvious news value, reporters may ask for information to support subsequent pieces intended to be in-depth features or a different perspective on the news matter. PAOs can honor such exclusive requests. However, if similar inquiries are made by other reporters, the information should be released to all interested media. See Article 0304d (Rule of First Inquiry). A major development in the matter (i.e., outcome of a courts-martial, publication and release of an investigation, etc.) will require the issuance of a general release to all news media, even though a reporter may have been preparing an exclusive story on that subject.

**d. Rule of First Inquiry.** The Rule of First Inquiry is intended to assist public affairs officers in implementing the basic policy of equal treatment of media. It normally applies to a minor news story of limited interest. It also pertains to a major story at its earliest stage, at a time when it may appear to have limited potential for intense coverage or widespread public interest. PAOs must apply the Rule evenly and consistently to assure that it works to the benefit of news media relations for the command.

(1) When only one news media representative has requested information of obviously limited news interest, that information may be provided as "an exclusive."

(2) The fact that such information has been provided to a reporter is not to be divulged or volunteered to other reporters.

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(3) If, prior to answering the reporter making the first inquiry, substantially similar inquiries are received from other reporters, the first reporter will be so informed. Subsequent inquirers will be advised that a prior request has been received. None of the inquirers will be told the identity of the individuals or news media who have placed these similar inquiries.

(4) If not more than three similar requests are received, the information will be provided simultaneously to all inquirers, if possible, or media answered rapidly in the order their requests were received.

(5) If more than three requests for substantially the same information have been received before any are answered, inquirers will be advised that the information cannot be given on an exclusive or limited basis. Due to the number of inquiries, the information warrants wide dissemination, and original inquirers should be advised that a general release covering the subject will be issued to all news media.

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**CHAPTER THREE**  
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**GUIDANCE PAGES**

**G-0304 UNDERSTANDING AND ANALYZING MASS MEDIA**

**a. The Job of Mass Communication.** Your commanding officer walks into your office and says, "We need to communicate a certain message." After explaining, he adds, "Get a news release out." Is the issuance of a news release enough? Does that fill the bill? Is the message communicated? Public affairs is more than writing a news release in hopes of gaining public awareness on a particular topic. Public affairs is communication, actually achieving the desired level of awareness in the target audience and, through feedback, gauging audience response. To communicate with audiences successfully through mass media, PAOs must:

- (1) Clearly and simply state the message;
  - (2) Define as accurately and as specifically as possible the target audience (for whom the message is intended);
  - (3) Identify the communication vehicles at hand (which media reach the desired audience);
  - (4) Reach that audience employing appropriate means of communication;
- and
- (5) Obtain and evaluate audience feedback, then refine the media or the message as necessary.

**b. Three Elements of Mass Communication.** Some make the mistake of focusing on the message when undertaking a public affairs action. In fact, emphasis should be placed equally on all three elements of mass communication: the message, the audience and the media. Communication occurs only when all three elements align: a message is developed for a particular audience that can be reached only by specific media.

(1) Take the example of an air station effecting a change in security posture. In response to an enhanced threat condition, the commanding officer has ordered tightened security measures. Among these measures are increased numbers of gate guards and base roving patrols, more random inspections of vehicles, parcels and shipping containers at gates and other measures which are expected to arouse public curiosity or pose inconvenience. Public affairs guidance received from superiors in the chain states:

(a) While specific measures shall not be enumerated and fully explained, security measures may be discussed in general terms;

(b) Specific threat conditions, readiness posture and type of threat shall not be discussed;

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(c) A public and internal information effort shall be launched to explain why enhanced security measures are necessary, to urge cooperation of all concerned and encourage the reporting of unusual or suspicious activity.

(2) In this example, the messages, contained in subparagraph (3) above, are rather evident. The audience, however, may be more elusive than first anticipated.

**(a) Messages:**

1. The base has imposed tight security measures to make it less vulnerable to access by unauthorized persons.

2. The security measures are precautionary only, so base personnel and others frequenting the base should not be unduly alarmed.

3. Security measures will cause inconvenience and delays, but such trade-offs are necessary to assure safety.

4. You are urged to cooperate with security personnel and report to them any unusual or suspicious activity you may observe.

**(b) Audiences:** At first glance, this communication challenge appears internal (base employees, military personnel and families), but the actual audience is larger and more diverse. The public will see more gate guards than usual, vendors will be stopped and searched and contractors and their suppliers will be delayed. Also, the internal audience may require more effort than first thought. Retired families frequenting the commissary, exchange and clinics will be affected, as will military families living off-base who may be more difficult to reach than those living on base.

**c. Media--Pathways to the Audience.** Each newspaper, magazine, radio or television station has a different audience, style and editorial perspective as well as different people in key staff and production positions. While not favoring one medium over another, a PAO should capitalize on the potential and recognize the limitations of each.

(1) The first step is to identify and analyze all outlets through which messages might pass. In the example of the naval air station, internal as well as external media must be included in the analysis.

(2) Focus on the most effective and economical approaches to various audiences. Public affairs resources are limited, so means of reaching audiences that are least costly in terms of personnel time should receive the most attention.

(3) After messages are crafted for each important audience segment and a reasonably comprehensive list of media is developed, the next step is to develop a plan of actions and milestones. Guidance on communication planning can be found in the following articles:

(a) Article 0602 (Basic Public Affairs Planning);

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- Plan);
- (b) Article 0603 (Short-Range or Operation-Oriented Public Affairs Plan);
- (c) Article 0604 (Long-range or Calendar-Based Public Affairs Plan);
- (d) Article 0203b (Command Internal Information Plan);
- (e) Article G-0203 (Internal Information Organization and Planning).

(4) Feedback from the audience is the final step in the process of communication. In the example of the air station, once enhanced security is no longer required, the command should hold a post-event meeting to discuss problems encountered and lessons learned. Public affairs effectiveness should be an agenda item for such a meeting. How effective were the communication methods? Is there evidence to suggest that the command's messages were effectively communicated? How did the various audiences learn of the need for tighter security measures (vendors, military personnel, families)? In the opinion of gate guards, did those frequenting the base appear familiar with and supportive of enhanced security measures? Was there one audience segment that did not appear familiar or cooperative, one that should receive greater communication attention in the future?

d. **Suggested Reading.** Listed below are books which can assist public affairs personnel in enunciating their messages, defining their audiences and identifying media which can link the two. They serve as a catalyst for professional development as well as day-to-day problem solving. The list is by no means exhaustive.

#### (I) Broadcasting

(a) Barnouw, Eric. History of Broadcasting in the United States. 3 volumes. London: Oxford University Press, 1966, 1968, 1970.

(b) Bunyan, John A., and Crimmins, James C. Television and Management: The Manager's Guide to Video. White Plains, NY: Knowledge Industry Publications, 1977.

(c) Carter, Douglas, and Adler, Richard, Editors. Television as a Social Force: New Approaches to TV Criticism. New York: Praeger, 1975.

(d) Friendly, Alfred W. The Good Guys, the Bad Guys and the First Amendment. New York: Random, 1976.

(e) Gans, Herbert. Deciding What's News: A Study of CBS Evening News, NBC Nightly News, Newsweek and Time. New York: Vintage, 1980.

(f) Gibson, Martin L. Editing in the Electronic Era. Ames, Iowa: The Iowa State University Press, 1979.

(g) Wimer, Arthur, and Brix, Dale, editors. Workbook for Radio and TV News Editing and Writing. Dubuque, Iowa: Wm. C. Brown, 1978.

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(2) Public Relations

(a) Barnard, Chester I. The Functions of the Executive. Cambridge, MA: Harvard University Press, 1968. 30th Anniversary Edition.

(b) Bernays, Edward L., et. al. The Engineering of Consent. 3rd edition. Norman, Oklahoma: University of Oklahoma Press, 1969. Also by Bernays, Public Relations. 4th edition. University of Oklahoma Press, 1977.

(c) Black, Sam. Practical Public Relations. 4th edition. Brooklyn Heights, NY: Beekman, 1977.

(d) Blumenthal, L. R. The Practice of Public Relations. New York: MacMillan, 1972.

(e) Brembeck, Winston, and Howell, William S. Persuasion: A Means of Social Influence. Englewood Cliffs, NJ: Prentiss-Hall, 1969.

(f) Cutlipp, Scott, and Center, Allen H. Effective Public Relations. 6th edition. Englewood Cliffs, NJ: Prentiss-Hall, 1971.

(g) D'Aprix, Roger M. The Believable Corporation. New York: AMACOM, 1977.

(h) Jefkins, Frank. Planned Press and Public Relations. Philadelphia: International Ideas, 1977.

(i) Lerbinger, Otto. Designs for Persuasive Communication. Englewood Cliffs, NJ: Prentiss-Hall, 1972.

(j) Lippman, Walter. Public Opinion. Englewood Cliffs, NJ: Prentiss-Hall, 1964.

(k) Marston, John E. Modern Public Relations. Revised edition. New York: McGraw-Hill, 1979.

(l) Wise, David. The Politics of Lying: Government Deception, Secrecy and Power. New York: Random, 1973.

(3) Mass Communication Theory

(a) Budd, Richard W., and Rueben, Brent D. Beyond Media: New Approaches to Mass Communication. Rochelle Park, NY: Hayden, 1978.

(b) Chaffee, Steven H., and Petrick, Michael J. Using the Mass Media: Communications Problems in American Society. New York: McGraw-Hill, 1975.

(c) Schramm, Wilbur, and Roberts, Donald F., Editors. The Process and Effects of Mass Communication. Revised Edition. Urbana: University of Illinois Press, 1972.



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**(4) Print Journalism**

(a) Angione, Howard. The AP Stylebook and Libel Manual. New York: Associated Press, 1977.

(b) Baskette and Sissors. The Art of Editing. End edition. New York: MacMillan, 1977.

(c) Bremner, John. A Study in News Headlines. Topeka, Kansas: Palindrome Press, 1975.

(d) Cappon, Rene J. The Word: An Associated Press Guide to Good News Writing. New York: Associated Press, 1982.

(e) Emery, Edwin, and Emery, Michael. The Press and America. Englewood Cliffs, NJ: Prentice-Hall, 1978.

(f) Hough, George A. News Writing. 2nd edition. Boston: Houghton-Mifflin, 1975.

(g) Mencher, Melvin. News Reporting and Writing. Dubuque, Iowa: Wm. C. Brown, 1977.

(h) Meredian, Scott. Writing to Sell. 2nd edition. New York: Harper and Row, 1974.

(i) Metz, William. Newswriting: From Lead to "30" with Revisions. Englewood Cliffs, NJ: Prentice-Hall, 1979.

(j) Metzler, Ken. Creative Interviewing. Englewood Cliffs, NJ: Prentice-Hall, 1977.

(k) Meyer, Philip. Precision Journalism. 2nd edition. Bloomington, Indiana: Indiana University Press, 1979.

(l) Rivers and Owrk. Freelancer and Staff Writer. 4th edition. Belmont, CA: Wadsworth Publishing, 1986.

(m) Turnbull, Baird. The Graphics of Communication. 4th edition. New York: Holt, Rinehart and Winston, 1980.

**e. Characteristics of Mass Media**

(l) **Newspapers.** Next to public speaking, the newspaper is the oldest medium of mass communication. Despite the growth of television, many believe that newspapers remain the backbone of public information. While the total number of newspapers nationwide has declined, total circulation of remaining dailies has increased and satellite communication has brought about the advent of the national newspaper. Public affairs practitioners should understand the significant differences in news coverage that may exist between metropolitan dailies, neighborhood dailies and weekly newspapers in the same locale. Suburban papers

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have grown in popularity recently, due possibly to their comprehensive coverage of local news. Characteristics of newspapers include:

- (a) Attraction of habitual readers;
- (b) More in-depth coverage than broadcast or pictorial media;
- (c) More timely coverage of events than magazines or books;
- (d) Provides both information and entertainment which together help shape public opinion;
- (e) Less susceptibility to misunderstanding than radio or television;
- (f) Messages of greater permanence than those on broadcast media.

(2) **Radio.** Radio is the medium of immediacy. In general, it is still faster and less cumbersome than television and is more accessible to the public than any other medium. Radio offers coverage of a news event as it happens. Although radio broadcasts have no permanence and depth of coverage, listeners can keep abreast of events with little effort. Radio is limited in that coverage is transitory and usually restricted to key points. Each radio station has its own particular production requirements, and PAOs can assist radio station managers in producing news and features on military topics that can be mutually beneficial.

(3) **Television.** Combining the impact of image and movement with the immediacy of radio's sound, television is the most potent of mass communication media. Like radio, there is no standard formula for determining the news and feature material considered usable by a broadcaster. The PAO should determine each station's needs for copy, materials, etc.

(4) **Wire Services.** A large part of the news read in newspapers or heard on the air originates from one of several major press associations--Associated Press, United Press International, Reuters and others. The Associated Press (AP) is a non-profit service owned by its members. United Press International (UPI) is a profit-making organization which sells news and feature material to mass media. Foreign news services, such as Reuters (British), Xin Hua (PRC), Agence France Press (French) and Tass (Soviet) also report U. S. news material to their national media. Other increasingly popular wire services are the New York Times and the Los Angeles Times/Washington Post wire services. In the late 1960s, Reuters began to distribute U. S. news material to U. S. subscribers. Gannett is another significant news service that owns the national newspaper, USA TODAY, and has significant holdings in broadcast media.

f. **The Media List.** The media list is a compendium of all mass media in your area: newspapers, local radio and television outlets, cable television franchises and community access TV stations, wire services, magazines and, depending on your locale, book publishers and motion picture producers. The list should include key individuals, their addresses and telephone numbers. Key individuals include the reporters who usually cover your command, their editors or news directors and the editors-in-chief, publishers and station managers. There is no standard format for a media list; it should be developed to best suit the needs of the public affairs staff and

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kept current by maintaining the list in a word processor. Unit PAOs should rely on assistance from the PAO of the cognizant base, Navy Office of Information, Marine Corps Public Affairs Office who maintain media lists applicable to their region. The following publications may be consulted to help develop a comprehensive list for your area. Many are available in libraries:

(1) Bacon's Publicity Checker. Trade and specialty press, consumer magazines and farming journals. Bacon's Publishing Company, 14 East Jackson Blvd., Chicago, Illinois 60604.

(2) Broadcasting Annual. Broadcasting Magazine, 1735 DeSales Street, N. W., Washington, D. C. 20036.

(3) California Publicity Outlets. Basic public relations guide to the state of California. Public Relations Plus, P.O. Box 327, Washington Depot, Connecticut 06794.

(4) Directory of College Student Press in America. Includes newspapers; yearbooks; humor, literary and other campus magazines and journals. Oxbridge Publishing Company, Inc., 150 East 52nd Street, New York, NY 10022.

(5) Directory of Minority Media. Listing of most minority media in the U. S. No cost. Office of Minority Business Enterprise, Department of Commerce, Washington, D. C. 20230.

(6) Directory of Publications. Gives details of over 23,000 papers, magazines and trade publications in the U. S., Canada and a few other countries. Also includes college publications. Extensive cross index. Ayer Press, West Washington Square, Philadelphia, Pennsylvania 19106.

(7) Editor and Publisher International Yearbook. Editor and Publisher Company, 575 Lexington Avenue, New York, NY 10022.

(8) Gebbie House Magazine Directory. Lists 4,000 house publications. National Research Bureau, Inc., 424 North Third Street, Burlington, Iowa 52061.

(9) Gebbie Press All-in-One Directory. Lists addresses and data on all U. S. daily papers, most weeklies, radio and television stations, trade press, farm, business and consumer publications. National Research Bureau, 424 North Third Street, Burlington, Iowa 52061.

(10) Hudson's Washington News Media Contacts Directory. The definitive news media reference for Washington. Hudson's Directory, 2626 Pennsylvania Ave., N. W., Washington, D. C. 20037.

(11) National Directory of Weekly Newspapers. Shows places of publication, circulation, publisher and size. National Newspaper Association, 491 National Press Building, Washington, D. C. 20045.

(12) National Radio Publicity Directory. Lists and provides data on talk shows, audiences and production staff in virtually every U. S. radio station. Peter Glenn Publications, Ltd., 17 East 48th Street, New York, NY 10017.

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(13) Newsletter Yearbook/Directory. Lists approximately 1,500 newsletters by subject, category and editorial requirements. Hudson's Directory, 2626 Pennsylvania Ave., N. W., Washington, D. C. 20037.

(14) Professional's Guide to Public Relations Services. Lists public relations services, from clipping bureaus and media buying services to mailing services. Richard Weiner, 888 7th Ave., New York, NY 10019.

(15) Standard Periodical Directory. Contains information on magazines, newsletters and local publications not usually listed elsewhere. Oxbridge Publishing Company, Inc., 150 East 52nd Street, New York, NY 10022.

**g. Clipping Analysis.** Generally, news media compete for readership or audience by distinguishing their product from all others and thereby meeting a unique need among a segment of the population. Your ability to reach that population segment depends largely on how well your news releases meet the requirements of specific editors and news directors. Newsrooms of all media are flooded with news releases and requests for public service air time, all by worthy organizations who seek to get their message to the public. Before the messages compete for the attention of the audience, the news releases compete for an editor's attention. Hence, establishing professional rapport with media representatives is a first step in placing a command's message within range of a target audience. [Review Article 0303d (3) (Necessity for Personal Contact).] Once personal contact is established and maintained, news releases must be examined to determine their suitability for various types of media. An optional, yet desirable, method for analyzing news release suitability is to conduct clipping analysis. The technique:

(1) Once a press clip is received that is based on a news release, the clip is analyzed by the news release author.

(2) The author compares the clip to the news release and makes determinations on usage of the release. The author can append a locally-produced form to the press clip, include comments and pass the result to other public affairs staff personnel for information. Suggested form entries are:

(a) Publication, date and page.

(b) Did release elicit a press query (yes/no)?

(c) Is the clip complete or is essential information missing?

(d) Usage

1. Verbatim? How much?

2. Recast? If so, how? What was changed?

3. Editorializing? If so, how?

4. Was focus of lead changed? How?

5. Was the intent of the overall news release maintained?

6. Other comments.

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## 0305 ATTRIBUTION AND GROUND RULES

**a. Attribution.** When making statements concerning Navy or Marine Corps policy that pertain to a large number of commands, it is appropriate to ask reporters to attribute statements "to the Navy," "a Marine Corps spokesperson" or similarly broad attribution, rather than by name and title. However, news media will normally prefer to attribute statements to the spokesperson by name and title. In some situations, attributing statements to a commander, high ranking staff officer or specialist can have the desirable effect of demonstrating concern, involvement or authority and expertise of the subject matter expert. When attributing a comment to a commander, staff officer or specialist, always obtain clearance for such use by that individual. Examples of attribution include:

(1) **Attribution by name and title.** The PAO (or newsmaker) will be identified in the article or broadcast by name and title.

(2) **Official Spokesperson.** When someone speaks for the Department of the Navy with the proper authority on a particular subject, topic or event and provides the official Navy position, the person is considered to be an official spokesperson for purposes of Navy information.

(3) **Not for Attribution.** The precise source of information is not to be identified. Reporters may attribute the information to an "informed military source," "a Navy official" or another nonspecific term acceptable to the reporter and the official.

**b. Ground Rules.** The phrases discussed below are occasionally misunderstood by commanders, PAOs, staff personnel and reporters themselves. Before news conferences, interviews or any other news media encounter, PAOs will establish ground rules. At minimum, these will include the means of attribution and agreement on the conditions of the media encounter. Unless there are compelling and overriding reasons for using one of the other, more subtle terms, it is usually best to keep all exchanges with news media "on the record" to avoid confusion. The meaning of the phrase that best describes the conditions of the media encounter must be agreed upon before the encounter begins.

(1) **On the record.** Remarks can be quoted verbatim and attributed directly to the identified information source or as agreed upon with the reporter.

**NOTE:** "On the record" is the normal condition for encounters with news media. The following terms describe conditions for an encounter with news media that are deviations to this standard policy. They are to be used only on rare occasions, with the concurrence of the officer in command and when a PAO is present who is skilled and experienced in their use. For many reasons, including differing professional ethics among reporters and the possibility of being misunderstood, PAOs have no assurance that the terms of these conditions will be met. They do not authorize privileged communications between naval personnel and members of the news media when discussing official information.

(2) **Background.** The reporter may use the material, provided there is no attribution to a specific source. A source may be identified as "a Navy official," "a Marine Corps official." Another option is to reach an agreement with the reporter to incorporate no attribution whatsoever in the story. If the reporter agrees, the information can be used as if it originated with the reporter.

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(3) **Off the Record.** This condition for a news media encounter must be used only with great care. Information is held in complete confidence and is not to be publicized, broadcast or divulged in any form under any circumstances. This means that it cannot even be discussed, except privately among those who received it. Statements made "off the record" are usually intended to provide a more in-depth orientation or perspective to reporters who may be pursuing a topic to the wrong conclusion or to orient them to future events that require special handling at the present time. Such statements also help reporters avoid inaccurate statements and recognize false or unfounded reports. The phrase cannot be relied upon as a means of "retrieving" an inadvertent slip of the tongue; it may or may not be effective. Reporters do not consider themselves under obligation to place information off the record "after the fact."

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**0306 DISSEMINATING INFORMATION TO NEWS MEDIA**

**a. General.** Navy and Marine Corps public affairs personnel disseminate information to news media and the public through news releases, news advisories, news conferences, media availabilities, editorial boards, interviews, background briefings, responses to query, media embarkations, speeches and the release of visual material. Speeches are covered in Article 0308, and visual dissemination of information to news media (i.e., still photography, news film, videotape, etc.) is discussed in Article 0309. The other forms of information dissemination are the topic of this article. [To determine minimum required public information capabilities for various types of commands and activities, consult Table 3-2 (Public Information Capabilities for Various Units) and the directives of superiors in the chain of command.] Regardless of the form in which information is disseminated (still photograph, written news release, speech, etc.), several principles apply universally:

(1) Information must be subjected to security and policy review prior to release; Chapter Five (Security and Policy Review) is germane.

(2) The subject matter proposed for release, the reach of the news medium in question (local, national, etc.) or the prominence of the speaking platform will determine the cognizant releasing authority; Article 0302 (The Release of Information) is germane.

(3) Official information intended for commercial use (i.e., photographs for a book or advertisement) must be cleared by CHINFO or DIRPA prior to release.

**b. News Releases.** The news release is a customary form of routine information disclosure to announce news and answer anticipated questions. Most written releases are limited to a page or two of newsworthy information.

(1) A "spot news release" is a release issued in response to a situation that will attract widespread or national attention. Forward copies of spot news releases and accompanying official photography to CHINFO or DIRPA to be considered for wider distribution. When necessary, the text of the "spot news release" should be forwarded by telephone and followed up by message through the Unit SITREP or OPREP-3 reporting system. [If the news event is an accident or terrorist incident, follow guidelines in Chapter 8 (Public Affairs Handling of Contingencies).] In preparing and issuing the spot news release, the PAO shall:

(a) Ensure that the information undergoes security and policy review;

(b) Coordinate by phone with higher level PAOs within the chain of command as necessary;

(c) Release with the concurrence of the commander and, if appropriate, with the prior approval of CHINFO or DIRPA; and, where possible,

(d) Provide good quality photographs, broadcast-quality color slides or video, if available, to CHINFO or DIRPA for possible national distribution.

(2) All releases to national news media representatives must be coordinated via the chain of command with CHINFO or DIRPA in advance of

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release. Rare, extraordinary circumstances may arise where, in the judgment of the commander, prior coordination with CHINFO or DIRPA or their duty representatives would entail a delay not in the best interests of the Navy or Marine Corps. Under those conditions, the spot news release can be issued and the release provided subsequently to CHINFO or DIRPA via the most rapid means available with justification for the exception to policy. See Article 0302c(1) (Release below the Seat of Government Level).

c. **News Advisories.** A news advisory is an abbreviated version of a news release which is constructed to encourage news media participation in an event of significant importance to the command. It provides an outline of the opportunities for news media (i.e., interview, photographic coverage, video opportunities, etc.) and is customarily used as a follow-up to a personal visit to a news media representative by the PAO.

d. **News Conferences.** A news conference is held only when a command has something significant to announce to the public or to news media and would be inadequately explained if disseminated by other means. News conferences provide an opportunity for follow-on questions and answers which can be particularly helpful in clarifying complex or technical stories. A request for a news conference from a number of news media representatives is generally sufficient reason for conducting a news conference. So also are significant operations, the visit or assignment of a high level person, serious accidents or special events. On the other hand, nothing can aggravate a command's relationship with local media more readily than staging a news conference without the potential to yield useful, significant copy or broadcast coverage. In calling and conducting a news conference, the command will:

- (1) Designate the PAO as primary official responsible for arrangements;
- (2) Invite all news media likely to be interested;
- (3) Prepare spokespersons or subject matter experts to answer questions frankly and candidly;
- (4) Ensure the PAO provides ground rules to media just prior to the start of the conference;
- (5) Keep some record of what transpires (ideally, recorded on audio tape).

e. **Media Availabilities.** Like the news conference, the media availability places the Navy or Marine Corps newsmaker in direct exchange with news media where questions are answered on the record. Unlike the news conference, however, there is no desire or intention on the part of the command to make an announcement or present some finding or opinion. It is an opportunity for newsmakers to be available to the news media for questions, and, since it is more open-ended, it may be necessary to prepare on a wide variety of topics.

f. **Editorial Boards.** Unlike more direct ways of telling the Navy and Marine Corps story to the general public, the editorial board is intended to educate the editorial staffs of newspapers, magazines and broadcast news operations. This news media leadership sets the standards and dictates the editorial positions of news organizations, thus influencing the way news is reported to the American public. Editorial boards may not result in an article or story. A successful editorial



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board can form new opinions and ideas about the Navy and Marine Corps on the part of editors, editorial writers, associate editors and defense reporters. Editorial boards are usually reserved for high-ranking officials who agree to a dialogue with editors and reporters of a news agency. The board is arranged by the PAO who is expected to provide pre-briefing to the participating military official. Editorial boards vary as to ground rules policy. The PAO must determine the appropriate ground rules prior to agreeing to the editorial board.

**g. Interviews.** Interviews, either in person or on the telephone, usually involve a single reporter and a single newsmaker. Immediate correction of misunderstanding or misconception is the clear advantage of the interview over other forms of news dissemination. Reporters derive substantial benefit from interviews by protecting exclusive stories from competitors. A PAO should be present during the interview unless otherwise directed by the newsmaker. The interview must be tape recorded. The Department of the Navy policy on fair and equitable treatment of media has significant implications on the release of information during an interview. Without penalizing a reporter's initiative in asking pertinent questions, care should be exercised not to reveal a matter of major news value to a single media outlet during the course of an interview; information of major news value should be released equally to all news media. Before the interview, the PAO must reach an agreement with the reporter on ground rules; Article 0305 (Attribution and Ground Rules) is germane.

**h. Background Briefings.** Background briefings are normally reserved for the highest levels of command (major fleet, type and systems commands and at the Seat of Government). They are normally conducted "for background and not for attribution." The PAO must confirm a reporter's understanding of and agreement with ground rules before a background briefing can take place.

**i. Response to Query.** The response to query is a common means of disseminating information to news media. PAOs will adhere to the following requirements in responding to queries:

(1) Obtain the following information and note it as a matter of record when responding to all public and news media queries:

- (a) Name, telephone number and address and affiliation;
- (b) Date and time of receipt and deadline;
- (c) Description of query or request;
- (d) Response;
- (e) Source(s) of response (names and codes of staffs, divisions and other commands serving as information sources and with which coordination may be required;
- (f) Date and time query answered or referred to another office or agency;
- (g) Name of agency to which query was referred.

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Coordination of a response to query may be made a matter of record (i.e., obtaining signatures or initials or allowing the action officer to "check-off" that coordination has taken place) as desired by individual commands. The requirement that all responses must be initialed by representatives of staffs contributing information frequently proves unwieldy.

j. **News Media Embarkations.** A most effective method to tell the Navy and Marine Corps story is through the words and actions of sailors and Marines in the fleet. News media representatives embarked in fleet ships and aircraft, observing realistic exercises and interviewing participating sailors and Marines come away from such an experience with lasting impressions. Moreover, when a new homeport shift or base construction program brings the Navy or Marine Corps into locales where reporters are unaccustomed to the sea services, the media embarkation can serve as an excellent orientation tool. See also Article 0515 (Use of Military Vessels and Aircraft for Public Affairs Purposes) and reference (f).

(1) **Approval Authority.** The level at which news media embarkation is authorized or approved depends on both the reach or impact of the news medium and the nature of the embarkation.

(a) ASD(PA) coordinates and approves embarkation of national news media aboard fleet ships and correspondents accompanying Marine units in significant military exercises and operations.

(b) The Unified or Specified Commander in Chief approves fleet commander in chief plans to embark news media in fleet ships participating in joint task force operations and to correspondents accompanying Marine units in joint operations and exercises.

(c) When involving operations outside the joint chain, CHINFO is approval authority for all embarkations of news media representatives serving a national audience, coordinating with ASD(PA) as necessary. DIRPA is approval authority for national news media representatives accompanying Marines on major exercises and operations.

(d) CHINFO approves all news media embarkations in submarines and visits to submarines in port and operational submarine support installations ashore by national or out-of-area news media. In exercising this authority, CHINFO will coordinate with the Assistant Chief of Naval Operations (Undersea Warfare) (OP-02) and the Director, Naval Nuclear Propulsion Program (OP-00N).

(e) If the embarkation is likely to require security review of materials (manuscripts, photographs, etc.) prior to airing or publication, CHINFO or DIRPA will act as coordinator for the embarkation unless a Unified or Specified Commander has cognizance over the embarkation. In the latter case, CHINFO or DIRPA will be kept fully informed.

## (2) Policy Guidance

(a) The Navy or Marine Corps shall not be placed in a position of competing with established, adequate and parallel commercial transportation facilities. Embarkation of correspondents in ships and aircraft shall not be considered as competition with commercial facilities when:

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1. Embarkation is necessary to obtain news coverage of the ship or aircraft in which embarked or associated personnel or cargo;

2. Correspondents are invited by proper authority to report on a matter of special interest to the Navy or Marine Corps.

(b) On operations where security is critical, embarkation of reporters may be made contingent to their agreement to submit copy and visual information materials for security and policy review. Under such circumstances, the reason for the review will be made clear prior to the embarkation. Correspondents will be assured that security reviews are conducted solely to prevent disclosure of security information, not for purposes of censorship or "reinterpretation." Normally, manuscripts and other materials will be submitted to CHINFO or DIRPA who will then submit the material to OP-09N or Code INTC for review.

(c) In the majority of cases, news media embark in ships and accompany Marine Corps units without a written statement concerning indemnity. Nevertheless, commands in which correspondents are embarked have the option of asking that news media representatives sign a statement of indemnity. See Figure 3-1. In the case of an embarkation in high performance aircraft or an embarkation aboard ship or in the field with the likelihood of transfer elsewhere by certain types of aircraft, the correspondent may be required to satisfactorily complete physiological testing and emergency or survival training; consult the NATOPS Manual.

(d) Representatives from news and feature-oriented media may initiate requests for embarkations or may be invited to embark to cover special interest subjects about the Navy or Marine Corps, such as a feature to support recruiting. Requests for embarkation or an invitation to embark will contain the following elements:

1. Type, scope, duration of operation or cruise;
2. Transportation arrangements;
3. Availability of message transmission (if applicable), meals, quarters and a statement that correspondents will be expected to pay certain costs (such as meals) and other personal expenses incurred. An estimate of costs should be included.

### **(3) Arrangements aboard Ship**

(a) A pre-departure briefing will be held at the earliest convenient time so that correspondents can meet the commanding officer and other key personnel and get answers to preliminary questions. If the correspondent joins the ship at sea, the briefing shall be given as soon after the individual's arrival aboard as possible. At the briefing, ground rules will be reviewed, and escort officers will be assigned to each news media representative or group of correspondents having similar interests. See also subparagraph (d) below.

(b) As part of the pre-departure briefing, correspondents and their assistants will receive indoctrination into basic ship safety, where to report in an

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emergency, security ("off-limits") areas on board, actions to take in case of a security alert, photography restrictions, etc.

(c) The crew should be informed about the news media representatives through the Plan of the Day, ship's newspaper and on the Shipboard Information, Training and Entertainment (SITE) system. The internal media should provide the correspondents' names, affiliations and the duration of their visits. An identification card should also be prepared for each member of the news media team to assist command security personnel. [The example provided in Figure 8-1 (for accreditation) can be used as a sample identification card.] The card should be modified in color, appearance and text to conform to local command requirements.

(d) Every effort should be made to provide suitable communication facilities for embarked news personnel when requested in accordance with standard Naval communications practices. Reference (g) requires that all commercial messages filed aboard ship be approved by the commanding officer or officer designated by the CO before release. Past experience demonstrates that correspondents may be critical of such review. Accordingly, in the pre-departure briefing, correspondents should be told that the CO's review requirement is a security review, not censorship, to ensure that no classified information is released. No attempt will be made to change or delete unclassified and otherwise unrestricted material whether or not it appears critical of the Navy, Marine Corps or naval personnel. If classified information is included in a reporter's story, the command must request that it be deleted. In event of disagreement, the command will transmit a classified message to the fleet commander in chief (with information copy to CHINFO) for resolution.

(e) News of accidents resulting in serious injury or death and other unusual occurrences should be released to correspondents on board (in keeping with security and policy constraints; see Chapter Five). Commands should extend full cooperation to reporters in covering emergent stories, consistent with safety and security. Clearly, efforts to control an accident, safeguard property and treat and protect personnel take precedence over news coverage. Nevertheless, embarked news media should be informed that an incident has occurred, with details and coverage opportunities provided as soon as feasible. Releases should also be made to national media representatives on board when resorting to higher authority for clearance would be inappropriate and entail unacceptable delay; see Article 0302 (The Release of Information). Immediately after releasing information to national media, report the incident and release details by immediate precedence message to CHINFO (or DIRPA) and the chain of command. Reports may be incorporated in the Unit SITREP or OPREP-3 reporting system.

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**FIGURE 3-1****AGREEMENT RELATING TO INDEMNITY  
IN CONSIDERATION OF PERMISSION BY (COMMAND)  
TO ACCOMPANY A (COMMAND) UNIT OR ACTIVITY**

1. \_\_\_\_\_ (command) hereby grants permission for \_\_\_\_\_ (name of news media team member), representing \_\_\_\_\_ (affiliation), to accompany \_\_\_\_\_ (command) forces and units during \_\_\_\_\_ (Exercise or timeframe).
2. In consideration for the permission granted by paragraph 1, \_\_\_\_\_ (name) agrees to indemnify \_\_\_\_\_ (command) and any other nation or nation's military forces against any claim which may be made by any third party against \_\_\_\_\_ (command) and any nation or nation's military forces arising out of any act or omission on his/her part in connection with his/her accompanying a unit, or being transported to or from a unit by \_\_\_\_\_ (command) or any nation or nation's military forces.

s/ \_\_\_\_\_  
(media representative)

s/ \_\_\_\_\_  
(command representative)

**PRINTED FULL NAME AND NATIONALITY OF CORRESPONDENT:**

\_\_\_\_\_  
\_\_\_\_\_

**SIGNATURE OF CORRESPONDENT:**

\_\_\_\_\_ **DATE:** \_\_\_\_\_

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HOME ADDRESS OF CORRESPONDENT:

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NAME, ADDRESS OF CORRESPONDENT'S NEXT OF KIN:

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---

NAME, ADDRESS AND TELEPHONE NUMBER OF PARENT NEWS ORGANIZATION:

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---

SIGNATURE OF CORRESPONDENT'S EDITOR, PUBLISHER OR MANAGER:

---

/DATE: \_\_\_\_\_

**G-0306 DISSEMINATING INFORMATION TO NEWS MEDIA**

**a. Preparing Individuals for a Media Encounter.** Before participating in news conferences, media availabilities, interviews or other media encounters, prepare by briefing the principals on key issues. Many of these briefing points would prove useful in assisting distinguished visitors before their media encounter:

- (1) [Explain ground rules that will be in effect.]
- (2) "When speaking to reporters, you speak for the (command, Marine Corps, Navy etc.). Avoid personal opinions."
- (3) "The reason for this encounter is to meet the public's legitimate need for information about the Navy (or Marine Corps). When responding to a reporter's questions, speak as if to the public and honor its right to know. Don't let any ill feelings about the media interfere with this information exchange."
- (4) "Use common language and avoid technical terms and military acronyms."
- (5) "Put your conclusion first, then support it with facts."
- (6) "Use short, simple sentences. Long answers are seldom used in stories."
- (7) "When you've answered a question or made a point, stop. Do not elaborate or make additional comment unless you feel you've mis-spoken."
- (8) "Don't accept a reporter's facts or figures."
- (9) "Do not answer hypothetical questions."
- (10) "If you don't know the answer or are unsure, say so, but offer to find out."
- (11) "Arrive early and, if possible, talk to the reporter and mention some of the points you want to discuss."
- (12) "Avoid the phrase 'no comment.'" Many reporters interpret that phrase as indicating that you are deliberately withholding information. If you cannot answer a question, explain why."
- (13) "Have firmly in mind before the interview certain key points you wish to make. Whenever the reporter pauses or you have just a moment, reflect on what you've said. Have you made your points? Is there some point you wish to emphasize to the reporter?"
- (14) "Come prepared. Even in your own specialty, brush-up work is often required."

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(15) "Stay cool. Do not let the interview become emotional or that will be the story."

**b. News Releases**

(1) Type the first page on a preprinted form. The form should not be elaborate. At the top of the form, include the command's name and address. For a release with multiple pages, use plain bond paper for additional pages and number them.

(2) The release should be double-spaced, using one side of each page.

(3) Type in capital letters a proposed title (called a slug line) for ease of reference by the news editor or news director.

(4) Start typing the body of the release about a quarter of a page down from the top of the first page (several lines below the title or slug). This enables an editor to write a new headline, make notes or edit copy.

(5) Indent the first line of each paragraph 5 to 8 spaces.

(6) Use clear, simple sentence structure with active verbs. Avoid jargon, acronyms, lengthy and involved sentences, long paragraphs and paragraphs beginning with the same word or phrase.

(7) Use civilian writing style (such as the AP Style Guide), not military style (such as ship names in capitals or 24-hour clock time).

(8) The lead or first paragraph should summarize the story. Making it as simple and plain as possible, the lead should:

(a) Answer the basic questions (Who? What? Where? When? Later in the story, answer: How?);

(b) Convey the right sense of time (Today's news? Tomorrow's event? Yesterday's occurrence?);

(c) Attract readers' interest and

(d) Avoid beginning with a quotation, but summarize the "newsy grabber" if the quote, used later in the story, is important.

(9) Avoid the commander's name in the lead unless it is a central part of the story (e.g., a change of command).

(10) Clearly indicate any embargo information. If the story cannot be released until a certain time, indicate this in bold capital letters across the top of the first page. A story that is available for the media's immediate use should not be labeled "for immediate release"; this advisory is extraneous and no longer considered useful or appropriate. A time stipulation, called an embargo date, should read thus:

**HOLD FOR RELEASE UNTIL 11:00 AM E.S.T.,  
SATURDAY, MAY 16, 1989.**



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(11) After the lead, begin to amplify key details in order of importance in subsequent paragraphs. Helpful hints:

(a) Tell the story once. Dispense with facts that are not directly related to the story.

(b) Write succinctly without sacrificing accuracy.

(c) List a point of contact to assist reporters in gaining further information if necessary.

(11) Include photographs and captions if possible, and when the editor or news director has indicated a willingness to use them. Do not send photographs in 8 X 10 when 5 X 7 will do. Do not send poor quality photographs (or slides to television) unless it is one-of-a-kind coverage or a major event. Television stations prefer video, and as a last resort, horizontal format color slides.

**c. News Advisories.** A news advisory, an abbreviated form of the news release, is intended to stimulate news media to assign resources and cover an event themselves. Usually a page in length, the news advisory packages facts in a tight, compelling manner to inform an editor or news director what they would gain by committing their news resources. They should be prepared letter-perfect, visually appealing and carefully worded. Most effective are news advisories left with an editor following a phone call or visit by the PAO. The news advisory should also be sent to the editor by name with a brief, appropriately worded cover letter or note. The format of the news advisory may be changed to reflect the circumstances, but it generally follows this pattern:

(1) **Event.** A concise, compelling description of the event the command desires the news media to cover.

(2) **Date, Time and Place.** Self-explanatory. State the date, time and place of the event itself (July 4, 1990 at noon aboard the historic frigate Constitution).

(3) **Significance.** In capsule form, the importance of the event and its relevancy to a particular editor's reading, listening or viewing audience. This should be the reason news editors will feel they must cover the event.

(4) **Details.** This paragraph should include attractive features about the event that would add to its appeal to an editor (e.g., "This first employment of the XYZ weapons system will be aboard the Navy's newest guided missile frigate.").

(5) **Opportunities.** Unique opportunities for media should be included here. An "Opportunities" paragraph for a news advisory given to a newspaper editor might look like this:

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**Opportunities**

- Photograph underway operations, helicopter launch and recovery and most operational activities aboard the ship.
- Interview Commanding Officer, officers and crew.
- File a series of stories each day while underway.

(6) For further information, call... List the command point of contact with the authority to approve the news media representative's participation in the event.

If a particular medium chooses not to participate in the event, they may still be interested in using a news release and any Navy or Marine Corps visual coverage of the event.

**d. News Conferences.** News conferences are an important, if infrequent, tool in public information and media relations. They should be held only when the command has something significant to say and when other forms of disseminating information are inadequate or inappropriate. The news conference should not be used as a substitute for a series of news releases or interviews on a topic of ongoing public interest. The news conference is employed in such cases to introduce important developments.

**(1) Command Participants.** As a major public event, the news conference should involve key command personnel who should be briefed by the public affairs officer to understand its function, procedures and limitations. Normally, the ideal person to conduct the news conference is the commander or commanding officer. If highly technical information in several different fields or disciplines will be discussed, subject matter experts in those fields should be on hand to answer questions directed to them by the commander.

**(2) Preparing Participants.** For many, a news conference represents their first direct encounter with reporters in large numbers. PAOs can help alleviate apprehension by conducting practice news conferences ("murder boards"), with public affairs staff personnel posing as reporters. The more difficult the questions, the more effective the practice sessions. Some questions should be developed which require command personnel to perceive and correct an error in orientation or perspective on the part of the inquirer. Finally, before the actual encounter with the news media, the PAO should brief command participants. See Article G-0306a (Preparing Individuals for a Media Encounter).

**(3) Inviting News Media.** News media should be invited equitably and well in advance. If possible, invitations should go out first by telephone and later confirmed in writing. The day before the event, a public affairs staff member should call all reporters invited as a reminder. Be friendly and informal in discussing the forthcoming event. Brief reporters on what the conference will cover, but do not disclose details. Do not promise anything you cannot deliver. Consider media deadlines when setting a time for an event. Coverage possibilities should be best for

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all. An afternoon news conference will satisfy a morning paper but not an evening paper.

**(4) Site Requirements.** A number of factors are involved in site selection and site preparation.

(a) The room must be of suitable size in a building easy to find. Power must be sufficient to support television lighting, keeping in mind that television lighting may be more demanding on a power system than normally used. Telephones should be adequate in number. If it is a large room, the command should provide the public address system, but care is necessary to ensure compatibility with media sound needs.

(b) A press information kit should be prepared and given to each news media representative. The kit should contain only that information that is of value to the reporter in covering the event (i.e., biography, statistics, background information, manufacturer's literature, supporting stock video or stills).

(c) Graphics (e.g., charts, photos) or models should be employed if available. Make provisions to tape record the conference.

(d) The visual background behind the podium should be appropriate for video and photography. Avoid reflective surfaces, geometric patterns or distracting backgrounds. Use colors in the background that contrast favorably with Navy and Marine Corps uniforms.

(e) To avoid embarrassment, security personnel should be notified early when to expect reporters for the conference. Work out escort arrangements if the conference will be held on base.

#### **(5) Conduct of the News Conference**

(a) **Distribute press information kits.** Usually, this is done as reporters arrive, although it may be desirable to defer distribution until the news conference is completed.

(b) **Make introductory remarks.** Normally made by the PAO, introductory remarks consist of a statement of the purpose of the conference, a brief outline and duration of each segment (issuance of statement or introduction of distinguished visitor plus visitor's remarks, question-and-answer period), statement of procedure to be followed during question-and-answer period and ground rules in effect. Under normal circumstances, the conference should last no longer than 30 minutes. Ground rules should be on the record and for attribution by name and title; see Article 0305 (Attribution and Ground rules).

(c) **Make the principal statement.** Normally the task of the commander, the principal statement is made or the distinguished visitor is introduced. The commander also introduces various specialists as necessary.

(d) **Invite questions.** If the principal statement is made by the commander, the commander is usually expected to take the questions. If acoustics dictate, repeat the question for the benefit of those who may not have heard it and to ensure that the question is recorded on tape. Respond as fully and honestly as possible, conforming to the guidelines in Article G-0306a (Preparing Individuals for

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a Media Encounter). Questions that can and should be answered but not immediately (e.g., pertinent data not at hand), should be acknowledged by a statement such as: "I will take your question and get back to you." Just prior to the close of the question-and-answer period, the PAO should announce that "two more questions will be entertained." If specialists are needed to answer questions, keep them near the podium at the direction of the commander.

(e) **Close the conference.** Normally done by the PAO.

(f) **Transcribe the conference.** Transcribe the conference from the tape recording and maintain the transcription to answer subsequent questions. Prepare a news release on the conference and distribute it to news media who were genuinely interested in attending but could not make it. Where possible, make highlights of the tape-recorded version available to radio stations as actualities. Phone the news release to media.

(g) **Report the conference results.** Provide an interim report on the news conference for superiors in the chain and principals who made remarks at the conference. Include in the report key statements made, questions and responses and anticipated coverage. Transmit or mail a copy of the transcript to superiors in the chain of command.

(h) **Submit a final report.** Assess and report to the immediate superior in the chain and other interested officials the impact of press coverage; include copies of press clips and broadcast summaries.

**e. Media Availabilities.** Preparations for media availabilities are generally the same as those for news conferences. A transcript should always be made, preferably on tape. The PAO should give a pre-briefing which should include sketches on the correspondents who plan to participate and clips or summaries of news coverage on current issues. The newsmaker should be well aware that, in the media availability, questions on a wide range of topics are likely, so pre-briefings should touch on likely topics.

**f. Editorial Boards.** News directories, editors, editorial writers and other influential persons in a news agency sit on an editorial board. Participation in editorial boards can be attributed to the individual by name and title, to an official spokesperson or "not for attribution." Because they are intended to stimulate ideas and educate, editorial boards can help influence news organizations that have been critical or neutral toward the military. Boards may also be scheduled at a time when the Service, a command or a particular defense issue has sparked controversy or requires clarification. It can also assist the Service in striking a balanced viewpoint on a particular issue that is under public scrutiny. Once an official agrees to an editorial board, the PAO:

(1) Makes the arrangements for the board with the news organization;

(2) Develops a briefing book for the official, consisting of the range of issues likely to be discussed, local sensitivities, news agency analysis [editorial position, basic background on leaders (e.g., editors, defense writers, etc.)];

(3) Accompanies the official to the board and monitors the discussions;

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(4) Provides requested follow-up information and monitors the impact of the editorial board through review of media coverage.

**g. Interviews.** Procedures for the arrangement and conduct of interviews are similar to those for news conferences. Do not inadvertently alert other news media to the interview or the reporter's area of concern.

(1) Ensure that the reporter and news organization are reputable. Consult other PAOs in the region and, when in doubt, PAOs at higher echelon commands.

(2) Determine as precisely as possible what the reporter wants to know and the intended use of the information. Determine from a review of press clips or broadcast summaries what sorts of stories the reporter usually files on military and related issues. Will the interview serve as a source of information for a single story or a series of stories? Will the interview be used to provide details or perspective on a related issue? What other sources of information will the reporter be using to finish the contemplated story? Will the interview tend to place the Navy or Marine Corps at odds with a community interest? What about the principal topics of the interview? Do they lend themselves to discussion by a single "subject matter expert?" Or, would the interests of the Service be best served by taking a reporter's questions and providing fully staffed answers in return? What are the current community issues a reporter might attempt to link to the interviewee? Would the reporter agree to establishing an understanding that the interview would focus on

(3) Determine the most appropriate individual to provide the requested information. The appropriate individual should be one who can:

(a) Speak on the topics with authority and without need for further clearance (unless addressing a national news medium);

(b) Express thoughts clearly and concisely;

(c) Speak succinctly and with forcefulness (if the interview will be conducted by television or radio).

(4) Prepare a memorandum to the interviewee outlining basic facts: news medium and reporter, background information on reporter and agency, other interviews and articles on related topics, samples of reporter's work and an indication of whether or not the interview will be on the record, off the record or for background.

(5) Send the newsmaker's biography to the reporter with details on the meeting. Confirm the time and place where the reporter will meet the PAO. Confirm the ground rules.

(6) Set up a suitable place for the interview. Consider the special needs of the broadcast media.

(7) For interviews of distinguished guests, key command personnel or if discussing a complex topic--or if the command initiated the interview--develop a paper describing probable questions and proposed replies for the interviewee.

(8) Discuss these questions and answers with the newsmaker. If the interview is sensitive, stage a "murder board" or "dry run" interview.

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(9) Brief the newsmaker on interview basics. See Article 0306a (Preparing Individuals for a Media Encounter).

(10) As PAO, attend the interview unless otherwise directed by the newsmaker. Make opening remarks, introduce participants, clarify the purpose of the interview. State, explain and reaffirm the ground rules.

(11) During the interview, be vigilant for miscommunication, and do not hesitate to interrupt the interview to correct possible misstatements if videotaping-- wait for a break in the questioning. Concentrate on what is being said.

(12) Protect the reporter's interests by avoiding any communication with other news media representatives regarding the interview or the reporter's area of concern.

(13) Provide press clips and broadcast summaries to the interviewee.

**h. Background Briefings.** Generally, information will not be made public unless it can be openly attributed to the Navy or Marine Corps and disseminated without reservation. Occasionally, however, a backgrounder may prove helpful. One example of a situation in which a background briefing would be helpful is the embarkation of reporters aboard ships prior to the commencement of a major operation or exercise. Certain information may have to be divulged to participating reporters so that they understand the meaning of the operations and can reasonably follow its progress. The briefings are conducted on background and are embargoed, however, to assure that important security matters are not publicized until after the operation is concluded.

**i. Response to Query.** Develop locally produced forms following the guidance in Article 0306b (News Releases). Use a colored bond paper (e.g., subdued yellow) so that commanders and senior staff personnel will begin to associate the color with deadlined, high-priority news inquiries and distinguish it from other paper work. The following points are also germane:

(1) Analyze pertinent organizational interrelationships and determine both necessary clearance level and the impact of the release. Who will be affected by answering these inquiries? Are they aware of the impending release? Should they be consulted in advance? Who is the most appropriate release authority? Review Article 0302 (The Release of Information).

(2) If something delays your response to the news media, advise them as soon as you know that there will be a delay and always prior to the deadline. If possible, always offer available information. Failing to do so may result in a Navy or Marine Corps statement failing to appear in a news story that pertains to the Service. See Article 0303d (1) (Speed of Release).

(3) Explain why you are unable to answer a particular question, if security and policy enables you to do so. See Article 0303d (4) (Refusal to Provide Information).

(4) If the query involves sensitive information, do not hesitate to consult the PAO at the next higher echelon in the command. See Article 0302c (Release below the Department of the Navy Level) [especially subparagraph (2)].

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(5) If only some of the questions pertain to your command and other questions must be answered by another command, perhaps at a higher echelon, notify that command at once. The other command may wish to exercise prerogative in receiving an input from you, then providing the entire answer to the media representative.

(6) Always consult standing public affairs guidance (which may be promulgated by the current operation order, a Service Information Chief, other superior in the chain, etc.). Ensure that you and your entire staff are aware of the topics and situations covered by current public affairs guidance by internal staff briefings, posting of subject matter lists on bulletin boards in public affairs spaces, periodic reminders at quarters and other means.

(7) Guidance on answering news inquiries is found throughout this instruction. Notable references include: Chapter 3 (Public Information); Chapter 5 (Security and Policy Review) and Chapter 8 (Contingencies).

**j. Special Situations and Contingency Response to Query.** When news media cover a Navy or Marine Corps story, they invariably call the nearest base or station for comment. Public affairs personnel are frequently faced with inquiries that do not directly relate to their commands and must refer the inquirer to the appropriate Navy or Marine Corps activity or echelon.

(1) Reporters wholly unfamiliar with the Navy and Marine Corps and the methods used by the Services to handle media inquiries may expect to obtain answers readily from local public affairs personnel on a wide variety of issues. Depending on the questions and other circumstances, this may or may not be possible, and public affairs personnel should explain procedures to them and offer to assist as much as practicable.

(2) Reporters working on a story on a military issue that affects personnel or commands nationwide may desire to "localize" it by looking at the issue from a "local Navy viewpoint." If it is strictly a local or regional issue, they may expect the local PAO to be informed on the matter and ready to speak freely without reference to higher authority. In these and many other situations, the PAO will have to resort to the commander for guidance, consultation or approval. However, there will also be numerous situations in which the PAO should prepare, on a wide variety of topics which are clearly in the public interest, contingency responses to inquiries that are pre-approved with guidelines agreed to by the commander for their use. Developing contingency responses to query for issues in the public interest builds the command's credibility with local media and the community and demonstrates the command's commitment to the public's right to know.

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**TABLE 3-2: PUBLIC INFORMATION CAPABILITIES FOR VARIOUS UNITS**

NOTE: This table does not constitute authority to release information. It is rather a statement of minimum capabilities a type of command must retain. Consult senior authorities for coordination requirements.

**TYPES OF COMMANDS AND ACTIVITIES**

<b><u>CAPABILITIES</u></b>	<b>BBs, CVs, LHAs</b>	<b>CGs, LPDs, similar ships</b>	<b>Ships Under CG size</b>	<b>SSNs, NAVINFOs SSBNs</b>	<b>MCPAOs (USMC)</b>
1. Public Inquiry*	R	R	R	R	R
2. FHTNC Releases	R	R	R	R	R
3. News releases	R	R	R	R	S
4. Releases accompanied by still photography	R	R	H	H	R
5. Video or film	H	H	H	H	H
6. News advisory	R	H	N	N	S
7. Contingency Q/A**	R	R	R	R	R
8. Response to query	R	R	H	H	S
9. Release of biographic information	R	R	R	R	R
10. News conferences	P	P	N	N	R
11. Media availabilities	R	N	N	N	R
12. Editorial boards	N	N	N	N	R
13. Interviews***	P	H/P	H/P	H/P	R
14. Background briefings	N	N	N	N	R

**LEGEND:**

R--Required capability in matters under a command's purview. N--Not an organic capability. H--Approval from higher authority necessary. P--public affairs professional must be present. S--Source of general USN or USMC information.

\*--Responding to inquiries from persons not affiliated with mass media or referring them to another command; see Article 0310 (Communicating with Elected Officials, Private Groups and Individuals.).

\*\*--Refers to the preparation of contingency questions and answers, facts sheets, summary statements, etc., for release by unit involved or higher echelon command.

\*\*\*--Refers also to escorting broadcast media and making statements on-air or on-tape.

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**TYPES OF COMMANDS AND ACTIVITIES**

	Auxiliaries (i.e., ARDM)	Tenant Base Activities	USN Bases/ Stations (U.S./ Territories)	Stations/ Bases (o'seas)	Naval Support Activity/Office (overseas)
<b><u>CAPABILITIES</u></b>					
1. Public Inquiry*	H	R	R	R	R
2. FHTNC Releases	R	R	R	R	R
3. News releases	H****	H/P****	R	R	R
4. Releases accompanied by still photography	H	H	R	R	R
5. Video or film	N	N	H	H	H
6. News advisory	N	N	R	R	R
7. Contingency Q/A**	H****	H****	R	R	R
8. Response to query	H****	H****	R	R	R
9. Release of biographic information	H	R	R	R	R
10. News conferences	N	N	P	H/P	P
11. Media availabilities	N	H****	R	R	R
12. Editorial boards	N	N	R	R	N
13. Interviews***	H/P****	H/P****	R	H/P	P
14. Background briefings	N	N	N	N	N

**LEGEND:**

R--Required capability in matters under a command's purview. N--Not an organic capability. H--Approval from higher authority necessary. P--public affairs professional must be present.

\*--Responding to inquiries from persons not affiliated with mass media or referring them to another command; see Article 0310 (Communicating with Elected Officials, Private Groups and Individuals).

\*\*--Refers to the preparation of contingency questions and answers, facts sheets, summary statements, etc., for release by unit involved or higher echelon command.

\*\*\*--Refers also to escorting broadcast media and making statements on-air or on-tape.

\*\*\*\*--Major tenants may be required to coordinate media activities with senior officer present, may obtain assistance from base public affairs to conduct interviews and other media encounters or may be able to proceed on certain matters without prior consultation. Consult SOPA, area coordinator or base instructions and current memorandum of understanding on public affairs matters.

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**TYPES OF COMMANDS AND ACTIVITIES**

	Squadron/ Group Cmds.	Type Commands	USMC Air Stations/Bases	Embarked USMC Units (MAUs, MAFs)	Embarked USN Dets (USMC PA auth. w/CLIP)
<u><b>CAPABILITIES</b></u>					
1. Public Inquiry*	R****	R	R	R	R
2. FHTNC Releases	R****	R	R	R	R
3. News releases	R****	R	R	R	R
4. Releases accompanied by still photography	H	R	R	H	N
5. Video or film	H	H*****	R	H	N
6. News advisory	H	R	R	N	N
7. Contingency Q/A**	R	R	R	R	R
8. Response to query	R****	R	R	R	H
9. Release of biographic information	R	R	R	R	R
10. News conferences	H/P	P	P	H/P	N
11. Media availabilities	H/P	R	R	P	N
12. Editorial boards	N	R	R	N	N
13. Interviews***	H/P	R	R	P	H/P
14. Background briefings	N	R	R	N	N

**LEGEND:**

R--Required capability in matters under a command's purview. N--Not an organic capability. H--Approval from higher authority or assistance from another command necessary. P--public affairs professional must be present.

\*--Responding to inquiries from persons not affiliated with mass media or referring them to another command; see Article 0310 (Communicating with Elected Officials, Private Groups and Individuals).

\*\*--Refers to the preparation of contingency questions and answers, facts sheets, summary statements, etc., for release by unit involved or higher echelon command.

\*\*\*--Refers also to escorting broadcast media and making statements on-air or on-tape.

\*\*\*\*--USMC aviation squadrons require Wing Commander approval.

\*\*\*\*\*--Higher authority approval not required for CGFMFPAC/LANT.

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**TYPES OF COMMANDS AND ACTIVITIES**

	USN Recruit Districts/ Areas	Marine Corps Districts	USN Medical Command/ Regions	Hospitals/ Medical, Dental Clinics	Activities Not Listed Elsewhere
<u><b>CAPABILITIES</b></u>					
1. Public Inquiry*	R	R	R	R	R
2. FIHTNC Releases	R	R	R	R	R
3. News releases	R	R	R	R	H
4. Releases accompanied by still photography	R	R	R	R	H
5. Video or film	H	R	N	N	H
6. News advisory	R	R	R	N	H
7. Contingency Q/A**	R	R	R	R	H
8. Response to query	R	R	R	R	H
9. Release of biographic information	R	R	R	R	R
10. News conferences	P	P	P	H/P	N
11. Media availabilities	R	R	R	H/P	N
12. Editorial boards	R	R	R	N	N
13. Interviews***	R	R	P	H/P	H
14. Background briefings	N	R	R	N	N

**LEGEND:**

**R**--Required capability in matters under a command's purview. **N**--Not an organic capability. **H**--Approval from higher authority or assistance from another command necessary. **P**--public affairs professional must be present.

\*--Responding to inquiries from persons not affiliated with mass media or referring them to another command; see Article 0310 (Communicating with Elected Officials, Private Groups and Individuals).

\*\*--Refers to the preparation of contingency questions and answers, facts sheets, summary statements, etc., for release by unit involved or higher echelon command.

\*\*\*--Refers also to escorting broadcast media and making statements on-air or on-tape.

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### 0307 SPECIAL CONSIDERATIONS FOR BROADCAST, MOTION PICTURE AND PRINT MEDIA

a. **General.** In keeping with the basic tenet that all media must be treated fairly and impartially [Article 0102a (Department of Defense Principles of Information)], commands shall make timely, accurate information and, when necessary, materials available to correspondents. This includes release of visual materials, arranging of interviews and response to news queries. In the United States, competition is essential to a free and open press. It follows that a government agency should at no time appear to favor one medium or type of medium or cooperate with one and not another. For example, granting a video interview opportunity to a television station while denying a photo and interview opportunity to a newspaper (taking the newspaper's questions and providing answers over the phone only) on the same subject matter may violate Department of Defense policy to treat media fairly and impartially. PAOs should accommodate the special needs of broadcast media by ensuring that:

(1) Relationships with competing radio and television firms and other news agencies are fair and impartial;

(2) Standards of accuracy, propriety, good taste and compliance with security considerations are equitably applied and

(3) Cooperation with producers, station managers and news directors does not interfere with essential duties of personnel;

b. **Program Types and Approval Levels.** Commands may encounter requests to cooperate with the following types of programs:

(1) **Local Program.** A broadcast by a single station or a rebroadcast at a later time by that station or another station within the same general broadcast area is considered a local program. Individual commanders and commanding officers may approve one-time, one-station participation by personnel of their commands as individuals in programs of purely local interest. Further, individual commands can and, in most cases, should cooperate with a local television or radio station by participating in live and tape-delayed interviews on topics solely within that command's purview. Cooperation can also include the release of visual material as a news release when it is purely local in nature; see Article 0306b (News Releases). Commands may also participate in local, community audiovisual projects of benefit to the Department of the Navy or in the national interest.

(2) **Regional Program.** A regional program is a broadcast or rebroadcast by two or more stations in the same geographical area, but not usually in the same broadcast area. CHINFO or DIRPA retains approval authority for participation in regional programs, including response to news media query. In practice, after consultation, this authority may be delegated in areas under a command's cognizance, although CHINFO and DIRPA will be kept informed (i.e., through telephone reports, transmission of press clips, etc.). All scripts and proposals for Navy or Marine Corps involvement in audiovisual productions for regional programs will be approved by CHINFO or DIRPA.

(3) **National Program.** A broadcast or rebroadcast by two or more stations not in the same geographic or broadcast area is considered a national program. All official contacts with media representatives associated with national

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programs will be made and coordinated by CHINFO or DIRPA with requests forwarded through the chain of command.

- A) **c. Significant Motion Picture, Television or Radio Productions.** Requests received from producers associated with significant motion picture, television or radio productions who request Navy or Marine Corps assistance will be forwarded, with maximum details available plus an evaluation of the request, to CHINFO or DIRPA via the chain for OASD(PA) approval per reference (q).

(1) To be suitable for Navy or Marine Corps cooperation, such productions must:

(a) Be consistent with DoD goals and aims and be in the national interest;

(b) Portray military operations, historical incidents, persons and places, in such a manner as to give a true portrayal and interpretation of life in the Sea Services;

(c) Comply with the accepted standards of dignity and propriety in the industry.

(2) Navy and Marine Corps cooperation must not:

(a) Entail any deviation from established safety standards;

(b) Interfere with or impair operational readiness;

(c) Divert ships, equipment personnel nor material resources from normal military locations or operating areas unless specifically approved by SECNAV or designated representative;

(d) Cast any military personnel assisting in the production in roles that fall outside the scope of their normal military duties. That is, other than project officers or technical advisors assigned from commands to serve as liaison between the command and the production company, official personnel will not be assigned to perform functions for the sake of the production that fall outside the scope of their normal military duties. Off-duty personnel, however, may assist the production firm in an unofficial capacity under certain circumstances; for details, see Article 0307f (Off-Duty Personnel as Actors, etc.).

(3) The Navy and Marine Corps will not:

(a) Solicit the production of commercial, privately financed motion pictures or theatrical productions, even if they are of institutional or educational value to the public;

(b) Provide lists of topics the services consider "desirable";

(c) State that the services would use the resultant production;

(d) Imply endorsement of a product or

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(e) Permit the use of official Navy or Marine Corps seals to suggest that the production is "official."

(4) There are certain stipulations regarding costs and propriety of production financing:

(a) The production company must reimburse the government for any additional expense involved. A strict accounting of the additional expenses incurred and charged to the production company must be maintained by the designated project officer. A copy of this accounting will be forwarded to CHINFO or DIRPA.

(b) Materiel and personnel will not be used in a way that places the Navy or Marine Corps in competition with commercial enterprises that offer materiel or personnel production support. In this regard, any person or agency requesting their use will furnish a non-competitive certification.

(5) When a commercial film produced with Navy or Marine Corps cooperation is screened in a community, local commands can provide exhibits for display in theater lobbies, coordinate displays of recruiting material and arrange for personal appearances of Department of Defense and Department of the Navy military and civilian personnel provided such cooperation is approved by CHINFO, DIRPA and ASD(PA).

(6) Appendix C (Request for Armed Forces Participation in Public Events) may be used by the commercial enterprise to request DoD personnel and materiel involvement in a production.

**d. Participation in Radio and Television Programs by Navy and Marine Corps Personnel.** Personnel are under no obligation to participate in local radio and television programming, although there are numerous advantages in doing so. Sailors and Marines can demonstrate personal excellence, professionalism and, by so doing, have a positive effect on retention, recruiting and unit morale. Producers of the following types of programs may be interested in military participation: community forums, local talent shows, educational or religious programming, career-oriented shows, game shows, local community-oriented talk shows, sports programs, etc. The appearance of Navy or Marine Corps personnel in programs may be authorized when:

(1) Endorsement of commercial products or services by military personnel is neither given nor implied;

(2) Participation is dignified and considered in keeping with personal excellence in the Navy and Marine Corps;

(3) Participation is compatible with operational commitments;

(4) It does not place military personnel in competition with the regular employment of professional performers and

(5) The individual agrees to participate.

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Approval is not required when Navy or Marine Corps personnel attend as members of the audience, even though they may be selected as a participant later in the broadcast.

**e. Commercial Advertising, Publicity and Promotional Activity.** Navy and Marine Corps cooperation with commercial advertising, publicity and other promotional activities will conform to the standards of conduct and other specific requirements which are provided below:

(1) It must be in good taste and not reflect discredit on the Navy, the Marine Corps or the U. S. Government. Statements made must be matters of fact, without misleading information or other objectionable features.

(2) Layout, photography, artwork, text, proofs and storyboards of proposed advertising must be submitted to CHINFO or DIRPA for review and clearance by other appropriate authorities.

(3) Requests from commercial enterprises (including those with Navy contracts) for use of Navy personnel, facilities, equipment or supplies for advertising purposes will be approved by CHINFO or DIRPA.

(4) Official Navy and Marine Corps photographs which have been cleared and are released for open publication may be furnished for commercial advertising purposes if they are properly captioned and identified. No photograph, videotape or other visual information product will be rendered by the military solely for the use of an advertiser.

**f. Off-Duty Personnel as Actors, etc.** Naval personnel in an off-duty status may be hired by the production company to perform as actors, "extras," etc., provided there is no conflict with any existing Navy or Marine Corps directive. In such cases, contractual arrangements are solely between those individuals and the production company, however, payment should be consistent with current industry standards. The producer is responsible for resolution of any disputes with unions governing the hiring of non-union actors and extras. Military personnel accepting such employment shall abide by the provisions of reference (i) and, for public affairs personnel, Article 0607 (Off-Duty Civilian Employment). The individual's uniform will be worn only when it is used to identify the service to which the individual belongs. DoD components may assist the production company in publicizing the opportunity for employment and identifying appropriate personnel.



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## 0308 SPEECHES

a. **General.** A uniquely effective public affairs tool, the speaking engagement is as much a compelling community relations event as it is a credible public information activity. The speech usually involves a modest outlay of funds (if any) and minimal expenditure of time compared to other community relations events. And, unlike other forms of public information, the Navy and Marine Corps speaker communicates directly with the public. There is no correspondent between the newsmaker and the public. Also, the speaker has the opportunity to gauge public reaction first-hand and correct misunderstandings. To assure effectiveness, several elements should be incorporated into a command's speaking engagement program: audience analysis, speech research and development, security and policy review, speaker selection and speech delivery.

b. **Definition.** A speaking engagement is defined as a prearranged, official event at which a military or civilian member of a DoD component speaks about a DoD subject within his or her official cognizance. Impromptu remarks delivered incidentally and as part of their attendance at events do not constitute speaking engagements.

c. **Basic Policy.** Department of Defense policy encourages military and civilian personnel of the Department of the Navy to serve as speakers in appropriate public or private forums. Speaking engagements are usually sponsored by or in concert with a federal, state or municipal government; professional or technical association, or social or service club or organization.

(1) Public and private forums are considered appropriate when:

(a) Views expressed are nonpartisan in character and in accord with established national policy (see subparagraph (2));

(b) Topics discussed are within the cognizance of the Department of Defense; and

(c) Such participation does not interfere with assigned duties;

(d) Participation would not take on the appearance of being improper, e.g., seem to be a conflict of interest, commercial endorsement, commercial benefit, etc.

(2) Speaking at an event sponsored by a political club or organization is permissible if the event does not involve partisan activities and the command judge advocate determines that it is similar to events sponsored by non-political organizations which are intended to inform membership on various national security issues.

(3) Commands will employ speech-making in concert with other elements (e.g., media relations) to meet objectives stated in the public affairs plan. PAOs, in establishing and maintaining community relations contacts, will be alert for speaking opportunities and offer services of a Navy or Marine Corps speaker when appropriate.

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(4) Officers in command may approve requests for speakers when other forms of participation would not be appropriate. Provision of a speaker at a partisan or other political gathering is not considered appropriate.

(5) Speakers must observe the standards of conduct. Review Article 03081 (Expenses and Acceptance of Fees or Gratuities).

(6) Opportunities for speeches are discussed below:

(a) As part of visit planning, a flag or general officer or senior Department of the Navy official inspecting a command should be consulted about speaking to local officials at a suitable function.

(b) Commands should have a prepared command presentation for use at schools, civic organizations and clubs. Such presentations should be augmented by audiovisual aids when appropriate.

(c) Personnel of all ranks and rates who are enthusiastic and able to present themselves well should be involved in the command's speaking program. Enlisted personnel can have a significant, favorable impact when speaking about their fields of expertise.

(d) Officers in command can brief community leaders on matters of interest on a periodic basis. Commanding officers of ships can speak at suitable functions during port visits.

(e) Officers and enlisted personnel serving in hometown recruiting assistance programs should be considered for use as speakers at appropriate events coordinated by recruiting public affairs personnel.

(7) All speeches will undergo security and policy review. At minimum, this review will take place at the command level. If the speech deals with subject matter requiring security review at the Seat of Government level [See Chapter Five (Security and Policy Review)] or if the speaker is a senior Navy or Marine Corps official, conform to the review requirements outlined in Article 0308h (Coordination of Speaking Engagements by the Navy Secretariat, Flag and General Officers).

(8) Speeches or public presentations on clinical topics will be reviewed and approved per reference (h).

**d. Audience Analysis.** An audience analysis will normally be conducted for each significant speaking engagement to guide both the writer and deliverer of the speech in reaching the audience effectively. At minimum, the analysis should consist of basic demographic information, (i.e., description of audience size, age, etc.), the audience's familiarity with the Navy or Marine Corps and issues of possible sensitivity.

**e. Speech Research and Development.** There are numerous resources throughout the chain of command available to assist speech writers in researching topics and developing effective speeches. At the seat of government, CHINFO and DIRPA can provide speech research assistance. If delivering the speech for a fee, honoraria, etc., there may be limitations on the content of the speech (e.g., use of

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information not generally available to the public). For details on these limitations, consult reference (i) and the staff or command judge advocate.

**f. Unsuitable Speaking Forums**

(1) DoD policy prohibits Navy and Marine Corps speakers from appearing at an event where attendance is barred to anyone because of race, creed, color or national origin or if the group sponsoring the event is similarly discriminatory.

(2) DoD personnel are prohibited from speaking at fund-raising events, no matter how worthy, except for designated causes, such as the Combined Federal Campaign, USO and Navy Relief. See reference (i) and (j). Charging an admittance fee is not necessarily fund-raising in this context. Charges to defray the costs of the event are not considered fund-raising. When in doubt, consult the staff or command judge advocate. One option is to request that the event sponsor state in writing that the proceeds are not intended to generate funds over and above a level necessary to meet event costs.

(3) Additionally, DoD policy prohibits military personnel from actively participating in organizations that espouse supremacist causes, attempt to create discrimination, advocate the use of force or violence or otherwise deny civil rights. Active participation includes demonstrations, rallying, fund-raising, recruiting or leading. See reference (k) for more details.

**g. Authority to Schedule Speakers.** Authority to approve speaker scheduling is as follows:

(1) The Secretary of Defense has authority to approve speaker scheduling within the Office of the Secretary of Defense and the Joint Chiefs of Staff.

(2) Unified Commanders have authority to approve speaker scheduling within their regions of responsibility and for personnel assigned to their commands.

(3) ASD(PA) has authority for speaker coordination over the Secretary of the Navy, the Under and Assistant Secretaries of the Navy, all Marine Corps generals and Navy admirals and those three-star flag and general officers who are directors of Defense Department agencies.

(4) Authority may be further delegated. Officers in command, subject to limits set by this Article, have authority to approve scheduling of their personnel for speaking engagements.

**h. Coordination of Speaking Engagements by the Navy Secretariat, Flag and General Officers.** Because of the sensitivity of matters dealt with by senior military officials, their public statements must be carefully coordinated. The following requirements are germane.

(1) Senior civilian officials of the Navy Secretariat, flag and general officers will use a prepared text when speaking in public or before Congressional committees unless exempted by proper authority.

(2) Public statements by such officials must undergo security and policy review by ASD(PA) (through cognizant Navy or Marine Corps channels), because their statements "are now or have the potential for becoming topics of national

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...interest" [Article 0302a(2)]. Speech outlines or notes cannot be cleared. Via the chain of command, submit a full text, including copies of any visual aids or materials, to the Chief of Naval Operations (Assistant for Naval Investigative Matters and Security) (OP-09N) or the Commandant of the Marine Corps (Code INTC--Counterintelligence) at least two weeks in advance of the engagement. OP-09N and Code INTC will forward a copy of all cleared speeches to CHINFO or DIRPA as applicable.

(3) The first page of the proposed speech will be initialed by either the speaker, his or her deputy or the chief of staff. If the speech is transmitted by message, the message should state "TEXT PERSONALLY REVIEWED BY \_\_\_\_\_ (name of speaker) \_\_\_\_\_."

(4) The Secretary of Defense must be notified in advance of all speaking engagements undertaken by senior Naval officials in the grade of deputy assistant secretary/vice admiral/lieutenant general and above. CHINFO reports activities of the Navy Secretariat and flag officers and DIRPA reports on general officers. Commands and activities responsible for a speaking engagement involving a senior naval official shall report (by message, letter, memorandum or telephone call) not later than the 15th of every month covering activities in the coming two months. Reports shall include the name, rank and title of the speaker, host organization, city, state and date of the engagement.

(5) Previously cleared speech material must be resubmitted for clearance. A footnote or other statement with information indicating what material has been previously cleared will expedite handling. Each speech is reviewed separately based on change in policy and circumstance.

i. **Local Speakers Bureaus.** The frequency of requests for Navy and Marine Corps speakers will determine the need for centralized management of a speaking program. When necessary, a speakers bureau should be established with assigned public affairs personnel to manage speaker requirements over a geographic area.

(1) One PAO, senior enlisted or equivalent civilian public affairs specialist administers the speakers bureau.

(2) The speakers bureau established at the central area or the command level will maintain:

(a) A current list of all local naval and Marine Corps personnel--active, reserve and retired--and assigned officer and enlisted personnel who are considered competent speakers and a biographic package (biography plus current photograph);

(b) An indication on the list of the most suitable topics for each speaker and engagements each speaker has made;

(c) A file of speech material containing, at minimum, applicable Navy policy statements and public affairs guidance, previous speeches given, press clips or broadcast summaries, a collection of Seapower Presentations on topics considered useful (for Navy speakers, available from Commander, Navy Recruiting Command) and the CHINFO Fact File (for Navy speakers);

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(d) A listing of all speaking engagements requested with a notation of speaker, subject, sponsor, audience analysis, location, date and time, point-of-contact, media involvement and why any request was not fulfilled;

(e) A list of future speaking engagements based on past experience and outstanding requests;

(3) Commands shall coordinate speeches with the regional area coordinator PAO, speakers bureaus at superior commands in the chain, the fleet commander in chief and CHINFO or DIRPA as necessary.

j. Requests for Speakers. Upon receipt of a request, the commanding officer will accept or decline a speaking engagement after consultation with the PAO or forward the request to another command if appropriate. If a specific speaker is requested and must decline, the PAO should suggest an alternate. For certain ceremonies and special events, the authority to select a speaker may be vested at a higher echelon of command; for example, see Article 0411 (Ship Ceremonies). A command forwarding a speaker request to another command should state in its endorsement whether the engagement should be accepted or declined.

k. Retaining Speeches. Two copies of major speeches by senior officers and Navy and Marine Corps officials shall be forwarded to CHINFO or DIRPA for retention and use as background material. Individual commands will retain copies of all speeches for a minimum of two years and forward them to CHINFO or DIRPA if of historical significance. Speeches delivered by the officer in command shall be retained for a minimum of two years beyond the time that officer is relieved. Additionally, commands shall forward copies of all speeches delivered by personnel of the command to the speakers bureau of their superior in the chain.

#### l. Expenses and Acceptance of Fees or Gratuities

(1) Expenses incurred for speaking engagements authorized by the commanding officer are properly charged to the command's travel account.

(2) Members of the naval service on active duty and civilian employees of the Naval Establishment should not accept fees for speeches made in an official capacity. Additionally, DoD personnel are prohibited from accepting honoraria in excess of \$2,000 for any lecture or speech. [Consult the staff or command judge advocate to review 2 U. S. C., Section 441(i) (1982).]

(a) Naval personnel may accept fees for speeches produced and delivered entirely in their private capacities. Such speeches may concern topics related to the speaker's military experiences or duties; however, speakers may not use information obtained as a result of their official access to government information not generally available to the public. Thus, for example, a Navy doctor could accept fees for a speech which she delivers on the treatment of a particular disease and draw upon her Navy experiences to develop her topic, but she could not do so if the speech were based on the results of a particular medical protocol developed by the Navy and not disseminated beyond the Navy medical community. For further guidance, consult reference (i).

(b) Usually, a speaker or lecturer is expected to accept a host's offer of a meal (i.e., for a dinner address). However, travel and lodging costs should be borne by the speaker's command if possible. If doubt arises as to the propriety of

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accepting a meal, transportation or lodging, consult the staff or command judge advocate.

(3) There are limits imposed on the amount of outside earned income that may be earned by senior military and civilian personnel during the calendar year. [Consult the staff or command judge advocate to review 5 U. S. C. app. 4, Section 210.]

**m. Publicity.** A speaking engagement can be a newsworthy event. Because the speech is only one means of informing the public, other forms of public information can maximize public exposure to the Navy or Marine Corps. If news media are involved in the engagement, the speaker's audience becomes the mass audience. Several procedures are available to the PAO to stimulate interest in covering the speech by media.

(1) Call-outs to local news media to stimulate coverage of a Navy or Marine Corps speaker first should be coordinated with the host organization and the speaker. Both must concur in involving media in the event.

(2) Host organizations may be helpful in identifying and encouraging the presence of news media representatives.

(3) Speakers should be briefed prior to any media encounter and, in some cases, accompanied by a PAO [see Article 0306 (Disseminating Information to News Media)].

(4) PAOs (or the speakers themselves) have two alternatives in furnishing information to the media. They can either provide the cleared speech itself to the media in advance (release delayed until delivery of the speech) or provide a news advisory containing speech topic and highlights.

(5) If the speaker and PAO choose to send a news release, include

(a) photograph and biography of the speaker; and

(b) copy of the speech or a synopsis of the major points to be covered (release delayed until presented);

(6) If the news advisory route is chosen, send a photograph, biography and carefully crafted news advisory. If media elect not to cover the event, they can call the PAO and request a more expanded news release or copy of the speech.

(7) If advance copies of the material outlined above cannot be provided to news media (i.e., because of a last minute speaker change), the PAO should attend the speaking engagement whenever possible and prepare and issue a news release.

**n. Debates and Panel Discussions.** DoD speakers occasionally are involved in public events which place them on a stage with those who hold opposing views. The format of such events will determine whether they are debates or panel discussions. A panel discussion allows various speakers to present their views on a variety of topics not always pre-announced. Time available to each speaker is limited. Debates are also characterized by time limits and a sharing of views,

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although debates are more structured. Generally, if the intention is to have a winner, the forum should be considered a debate.

(1) A panel discussion is a reasonably effective means of providing information and responding to questions and misunderstandings on a real-time basis. Participants, however, must be thoroughly briefed, keep key points firmly in mind and make maximum use of limited time to provide needed information and clarify difficult points. Commands may participate in panel discussions when participation is properly cleared based on the audience considerations (e.g., national media coverage of the discussion would require approval at the Seat of Government) and topics to be discussed [for example, ASD(PA) would be approval authority for participation in a panel discussion on a topic of national interest; see Article 0302 (The Release of Information)]. Information likely to be disclosed will be coordinated in advance [see Article 0302 (The Release of Information), Table 3-1 (Determining Release Authority), Article 0307 (Special Considerations for Motion Picture, Broadcast and Print Media) and Chapter Five (Security and Policy Review)].

(2) The Navy and Marine Corps are required by the DoD Principles of Information to present factual information to the public. Debaters persuade an audience to favor one view over another. Accordingly, debates tend to place DoD spokespersons or newsmakers in advocacy roles which may be in conflict with Article 0102a (Department of Defense Principles of Information).

(3) Debates pose other difficulties. The issue to be debated may be speculative in nature; see Article 0303e(4) (Refusal to Provide Information). Also, DoD officials must argue within parameters set by policy and security. Those presenting opposing views are not usually constrained in this way.

(4) Accordingly, Navy and Marine Corps participation in debates will not normally be approved. Exceptions to this policy may be granted by CHINFO or DIRPA on a case-by-case basis.

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**G-0308 GUIDELINES FOR PREPARATION AND DELIVERY OF SPEECHES**

**a. Research.** Whether delivering a speech personally or preparing the commanding officer for the engagement, the public affairs speech writer should always conduct research.

**(1) Define your topic clearly.** Select a definite topic of significance to the audience. Research the topic to the extent that you can answer likely and occasionally critical questions from the audience. Take notes as your research proceeds, obtaining more detail than you will actually use in the speech. Think each point through.

**(2) Enunciate the command's message relating to the speech topic.** Your command or the Service at large probably has a position on the topic you are addressing. You should translate this position into a clear, unequivocal message for the audience. Your message should answer the question: "If my audience remembers one statement that reveals the position of my command (or my Service) on the speech topic, what should that statement be?"

**(3) Prepare a speech outline.** Using your research notes, organize your speech into outline form. Select your main points, ensure they underscore the message discussed in subparagraph (2) above and allow about five to seven minutes to develop each main point. As clever or interesting as some material may appear, discard anything that does not contribute to the development of your main points.

**b. Audience Analysis.** Research and answer the following questions about your audience.

**(1) Basic demographics.** What is the average age of the audience? Sex? Children present?

**(2) Common Interests and Service Familiarity.** Normally, most organizations appoint a program official who is responsible for making arrangements for a speaker. This individual, usually the one responsible for obtaining the Navy or Marine Corps speaker, can be a wealth of information about the organization and its membership. Because they are grateful for the services of a speaker and interested almost exclusively in the quality of the program, program officials are normally most responsive in providing pertinent, in-depth information and identifying potential sensitivities. Many of the following questions can be answered by proper coordination with the program official.

**(a) What are the goals of the organization to which you'll be speaking? How does your command relate to the organization and its goals?**

**(b) How familiar is the audience with the command or Service? Are there any prominent or notable Navy or Marine Corps veterans or retirees in the audience? Navy or Marine Corps wives or families? It may be appropriate to acknowledge them during the speech in a way that will show human interest in the audience.**

**(c) What was the nature and extent of previous programs they've heard? What was the most "successful" or enjoyable program, and what, in the opinion of the program official, made it most enjoyable?**

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(d) What is the organization's view of the command or the military in general? Is there any potential for conflict or criticism? What are the sensitivities of this audience? What topics should be avoided? What critical questions might be asked?

(3) **Identify sensitive issues.** The public affairs officer should not feel reluctant to ask about matters of some sensitivity to the organization or its membership. Should your inquiry be questioned, simply state that you desire to be as knowledgeable and responsive as possible so that audience needs are met.

(4) **Anticipated audience reaction to the command message.** Predict how the audience will react to the command message. For example,

"It is expected that this audience of educators will react favorably to the speech and gain a better understanding of Marine Corps recruiting and opportunities in the Corps for their students."

or,

"It is expected that the audience will have a mixed reaction to the speech. There are strong feelings for and against the proposed project, but delivery of this speech is essential to ensure the public that the Navy and this command are responsive to community concerns and open in planning when it impacts on the local community."

(5) **Consider defusing criticism by pre-emptive statements.** If criticism of the Navy or the command is likely, it may be appropriate to pre-empt potentially hostile comments by getting right to the point and dealing directly with the conflicting point of view. If a base construction program, for example, might draw criticism from an environmental standpoint, consider addressing audience concerns directly rather than waiting for the issue to be raised by a possibly hostile critic.

"The Navy Has long recognized that construction of this wharf could have some impact on local sport fishing in the area. To find out just what this impact will be, we have hired a survey organization to study construction impact on local recreational fishing. We will release the results of this study when received. Obviously, I cannot predict the results of this study, but I can say this: The Navy will proceed with construction only when we are certain that all impacts of the project are full considered and any adverse impact is avoided or minimized."

Such a statement may not change the minds of critics, but, by adding immeasurably to Navy or Marine Corps credibility and honesty, it can reinforce the opinions of those who do not oppose the program. Making a pre-emptive statement on a sensitive issue is obviously a judgement call best made when the speaker is on-scene.

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**c. Matters of Etiquette and Protocol**

(1) Provide a brief, biographical sketch to the program official well in advance of the speaking engagement. Scrupulously avoid Service jargon or acronyms if you will speak to an audience unfamiliar with the military. Bring another copy of your bio-sketch with you in case the first is lost.

(2) Dress properly for the occasion. Arrive earlier than expected, and locate the program official. The program official should arrange to introduce you to key individuals in the organization. Check all equipment prior to use (microphone, slide projectors, etc.). Meet other head table guests. Visually survey the platform, checking for lighting wires or cords that can trip you.

(3) Acknowledgements are the first matter of business for the speaker once he or she is introduced. When possible and based on information from the program official, make a list of the names and titles of individuals the speaker should acknowledge or thank. It is not uncommon for speech writers to leave the acknowledgments section of the speech blank, to be filled in by the speaker upon arrival. It should never be lengthy but must always include, at minimum, the person who introduces the speaker. The speaker should verify this list with the program official to confirm names, titles, pronunciation, etc.

(4) Mix with organization members whenever possible prior to the speech to gather "last minute" information which may be of value in your speech.

(5) Someone should remain standing at the speaker's platform or podium while a program is in session as a courtesy to the audience. That is, after you have finished speaking, do not return immediately to your seat, but rather remain standing at the podium until "relieved" by another person who will address the audience (i.e., the next speaker, the program official who will express thanks, invite questions or close the meeting, etc.).

**d. Beginning the Speech**

(1) Once you are introduced, join the person at the podium, shake hands, turn to the audience and smile. Do not greet each guest at the head table.

(2) Be confident and never apologize.

(3) Be wary of your body language and facial expressions by rehearsal. Do not hesitate to invite command personnel to critique your speech before it is delivered.

(4) Begin with an anecdote, with the joke on the speaker if appropriate. Move directly into a personal experience that relates to the subject at hand. Avoid hackneyed expressions and keep humor related to the topic to avoid clumsy transition to a serious topic.

(5) Convey the importance of the topic and challenge the audience's interests.

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**e. Developing the Main Points**

(1) Maintain a high level of interest by:

(a) Adding occasional humor;

(b) Ensuring each story advances the theme and never leaves the audience guessing;

(c) Relating repeatedly to the audience and

(d) Avoiding a conversational air. You are making a speech, not conversation, and there must be a certain amount of animation or dramatization to hold audience interest and generate enthusiasm.

(2) Move from the introduction into the first of your main points. State each point clearly.

(3) Don't exhaust every possibility, but do illustrate each main point with imagination.

(4) Prove main points by using statistics, actual experience and research, but do not overuse numbers.

(5) Summarize main points and send the command message.

(6) Use props and visual aids if they are simple and visible to all. If room limitations impair viewing by all, avoid visual aids.

**f. In Conclusion**

(1) If you emphasize any phase of the speech over another in rehearsal, let it be the conclusion.

(2) Be brief, dynamic and forceful.

(3) Wrap-up in a sentence or slogan the predominant theme. Send the command message.

(4) End your talk on time with a call to action, if appropriate, or on a positive, constructive note.

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**0309 RELEASE OF VISUAL INFORMATION OR MATERIALS**

a. **General.** "Visual Information" (VI) has replaced "audiovisual" as the general term for referring to visual products which are commonly used within the Department of Defense to support non-intelligence programs. Audiovisual now refers to a limited subset of VI, defined as motion media products with sound developed according to a plan or script. The Naval Imaging Program within the Department of the Navy includes VI and is described fully in reference (1). Reference (b) provides direction on Marine Corps VI matters within the context of public affairs.

b. **Definitions.** Visual information material includes, but is not limited to completed motion picture productions, completed videotape productions and completed productions using a combination of media. It also includes still photography, motion picture and video stock footage; audio recordings on tape, disc or cart and kinescope recordings. Finally, it includes records or documentation that pertain to any of the materials listed above. Records associated with VI materials include legal clearances, rights, contracts, recording scripts, camera logs and caption information.

c. **Basic Support Policy.** The following policies pertain to the release of VI materials, the provision of VI material, equipment and manpower, and the involvement of Navy or Marine Corps VI resources in programs, projects or events sponsored by non-government groups.

(1) **News Media.** The Navy and Marine Corps will support all bona fide news media requests to obtain VI materials when the release of such material is in keeping with the Services' responsibility to keep the public informed. VI materials will not be released when national security or individual privacy rights may be compromised. DoD, Navy and Marine Corps VI materials are available to all interested media on an equal basis.

(2) **Other Non-government Enterprises.** Non-news media enterprises outside the Federal Government may seek to acquire, use or produce Navy and Marine Corps VI materials. Department of the Navy support of non-news media, non-government enterprises is subject to the following policy:

(a) Materials are releasable when appropriate public affairs and security review authorities determine that the release conforms to the criteria established by reference (b) (for Marine Corps commands), reference (1) and this instruction and when the release is in the best interests of the naval service.

(b) Materials are releasable when no legal or statutory (e.g., security) restriction prohibits their release; see also reference (i).

(c) Materials are releasable after clearance for policy and security review at the appropriate level.

**(3) Approval Level**

(a) The Commander, Naval Imaging Command, is the Department of the Navy's agent for VI support to non-government groups. The Director, Navy Broadcasting Service, acts as the Department of the Navy's agent over VI matters

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related to the Armed Forces Radio and Television Service (AFRTS) and Navy Broadcasting Service outlets afloat and ashore. The Commander, Naval Imaging Command, and Director, Navy Broadcasting Service, in coordination with CHINFO and DIRPA:

1. Ensure that the level and type of support requested conform to policy in reference (b) and (l);

2. Review all requests for nonlocal support based on recommendations from other interested commands and offices, ability to provide the support requested, degree of potential interference with operational mission and cost;

3. Act on all VI projects of national or international interest or beyond the authority of major claimants outlined in reference (l).

(b) Local commanders may review and act on requests for VI support from non-government enterprises, using the criteria in subparagraph (a)1 and (a)2 above when the project or proposal:

1. Is restricted to use in the local area;

2. Originates from news media, is of local interest only or deals with a spot news event [see Article 0306b (News Releases)];

3. Is limited, at the time of initial contact with the requestor, to advice or guidance; or

4. Is a request for assistance from a Navy or Marine Corps contractor when the support requested relates to contract requirements. Contract-associated support should be confirmed with the head of the cognizant contracting office. Requests relating to VI support outside the terms of the contract must be approved by the Commander, Naval Imaging Command, CHINFO or DIRPA, even if the support will cost the government nothing and will not interfere with military mission.

#### (4) Nonbinding Assistance

(a) Pending final approval of support by the Commander, Naval Imaging Command, CHINFO or DIRPA, local PAOs are authorized to conduct liaison with non-government groups. In effecting this liaison, the PAO or other designated command representative:

1. Must ensure that the requesting organization understands that assistance offered is interim and does not commit the Navy or Marine Corps to final cooperation or approval;

2. Can provide information or suggestions;

3. Can assist the requestor in researching unclassified and non-sensitive topics on a not-to-interfere basis with military mission (research into unclassified, yet sensitive topics, such as militarily critical technology, is prohibited; see Chapter Five (Security and Policy Review));

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4. Can provide help in drafting a proposal on the project to the Commander, Naval Imaging Command, CHINFO or DIRPA;

5. Cannot disclose or show classified equipment or information;

6. Cannot provide assistance exclusively to a particular non-government group;

7. Cannot assist in a production or project which discredits or misrepresents the Navy or the Marine Corps or their personnel, uniform, ships, aircraft or other physical assets.

**d. Use of Official Visual Material and Provision of Support.** CHINFO or DIRPA approves the release of official Navy or Marine Corps stock film footage or videotape to television broadcasters and stock still photography to national print media. Concurrence of ASD(PA) may also be necessary. Stock VI material is available at cost to some non-government users and may be provided at no cost to news and feature-oriented media if considered appropriate and in keeping with the Department of the Navy's public information policies. See subparagraph (3) below.

(1) Use of Navy or Marine Corps public information motion pictures and videotape cleared for television is authorized and encouraged. However, such products may be used on subscription or pay TV only when offered to the viewers at no cost. The intent of this policy can be met if the commercial cable operator:

(a) Transmits such products on channels provided routinely to subscribers (as opposed to special channels provided at extra cost) or

(b) Bypasses the encryption device or scrambler at the head-end of the cable system for the duration of the film or videotape on an otherwise encrypted or scrambled cable channel provided to subscribers at extra cost.

(2) Navy films and videotapes will not be cut or portions duplicated for television use in lieu of stock footage without prior approval by CHINFO. This is not intended to limit use of Navy news segments by SITE operators and officers or petty officers in charge of Navy Broadcasting Service outlets who wish to augment local productions with segments of Navy News This Week after their regular use of the entire production.

(3) News media do not pay for Navy or Marine Corps stock VI material or location photography on military facilities or vessels when used for news projects. Other VI producers must pay standard research fees and all other costs of stock VI materials. This includes materials for documentaries not regarded as news projects.

(a) Assistance to non-government activities whose productions have tangible, positive benefit to the Navy or Marine Corps should be charged at the DoD-user rate.

(b) Other producers should pay the non-government user or government (non-DoD) user rate.

(c) CHINFO, DIRPA or ASD(PA) determine the rate to be charged.

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(4) With regard to pay or commercial compensation for Navy and Marine Corps personnel involved in a non-news VI production, see Article 0607 (Off-duty Civilian Employment).

(5) The Navy or Marine Corps command that owns the expended resources or equipment involved should present its bill or bills to the production company through the designated project officer on the staff of CHINFO, DIRPA or ASD(PA).

**e. Authority to Forbid Visual Documentation.** On Navy or Marine Corps property, the officer in command may forbid photography, videotaping or filming and may confiscate and review materials if it is suspected that classified material has been obtained. The exception to this policy is authorized and duly ordered combat documentation; see Article 0823 (Naval Combat Documentation). See also Article 0809 (Control of Video and Photography at Accident Sites).

**f. Release of Visual Documentation.** Most unclassified photographs of interest to the public can and should be readily released to the public. An installation with photographic capability should routinely include photography in its public information release program.

(1) Restraints on the release of information in printed form, outlined in Chapter Five (Security and Policy Review) and Chapter Seven (Privacy and Freedom of Information Acts), apply equally to the release of audiovisual material or "records."

(2) This applies especially to VI materials (feature material or "soft news") which might prove harmful to recruiting or may not otherwise be in the best interests of the Department of the Navy. Such materials will not be released unless failure to do so constitutes suppression of material with genuine news value.

(3) VI material of strictly local interest can be made available by the command to local media without recourse to higher authority. Review Article 0501 (Security Review) and 0504 (Policy Review); note that, as a minimum requirement, all material proposed for public release must undergo security and policy review by the local command.

(4) VI material that is part of a "spot news release" may be released by local commands consistent with guidance provided in Article 0306b (News Releases). See also subparagraph (5) below. In all cases, one copy of each spot news photograph will be sent to CHINFO (Attn: Head, News Photo Branch) or DIRPA for either archival or news media reference purposes.

(5) If a VI product (photograph, videotape, etc.) has been released by a local command to a national news medium in accordance with the provisions of Article 0306b (News Releases), the following rules apply.

(a) The original negative, transparency, footage or tape will be forwarded by fastest available means to the Commander, Naval Imaging Command, Washington, D. C. 20374, in accordance with reference (1).

(b) One print or copy will be forwarded to CHINFO in the case of Navy commands, or DIRPA in the case of Marine Corps activities.



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(c) Navy and Marine Corps units under a Unified Command will forward photography via the Unified Commander in Chief or such channels as that officer may designate.

(d) CHINFO or DIRPA will effect any necessary coordination with ASD(PA) for any Navy or Marine Corps command not acting under the auspices of a Unified Command.

(6) All VI materials dealing with research, development, test or evaluation is considered to be of national interest and will therefore undergo Seat-of-Government-level security and policy review as prescribed by Article 0501c (Requirement for Seat-of-Government-level Security Review).

(7) Still photographs of national news interest may be forwarded unprocessed for release by CHINFO by any command not subject to the authority of a Unified or Specified Command. Such forwarding will be in accordance with reference (1). Marine Corps commands will forward materials in accordance with reference (b). All available caption material will accompany the film and be appropriately serialized for ease of reference.

(8) In preparing VI material for public release, commands will meticulously follow the requirements outlined in reference (g) for labeling of such materials (i.e., official markings applied to the reverse of photographs, etc.).

**g. VI Coverage of Command Events.** VI coverage of command events is encouraged to the extent that it serves to promote the morale, esprit, retention and unity of the personnel of a command or meets legitimate public interest in such events. Normally, events considered to be newsworthy enough to warrant use of command photographers will also be cause to invite news media photographers to participate. Commanding officers, in consultation with their PAOs, will achieve a balance in internal coverage, avoiding redundant or excessive coverage of command events (such as reenlistment ceremonies, awards presentations and command athletic events) while meeting the legitimate interests of the public or the internal audience in such events.

(1) Circumstances and events in the public domain may warrant designation of appropriate civilian attire for military photographers or camera operators, particularly when civilian news media are present.

(2) Personnel in uniform who are amateur photographers and who are attending a public event solely as spectators will not be discouraged from taking photos.

**h. Unofficial Photos Taken by Navy and Marine Corps Personnel.** The following applies to military members and civilian employees in transit through and assigned to Navy and Marine Corps commands. The word photograph also applies to film, videotape and other VI media.

(1) Personal cameras and related equipment are permitted on ships, aircraft and shore stations at the discretion of the officer in command. While possession may be generally permitted, use of such equipment in certain areas may be restricted by local security regulations.

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(2) An officer in command has the authority to screen all photographs taken by naval personnel with personal cameras within the jurisdiction of the command to protect classified information or to acquire photos for official use, including public affairs. Photographs taken by bystanders at times of accident, combat or similar contingencies can be valuable for preparation of official reports, public releases and other uses.

(3) Amateur photographers should be encouraged to submit interesting or newsworthy photos for public affairs use.

(4) Photos made by naval personnel, with either personal cameras or film, Navy equipment or film or any combination thereof, may be designated "Official U. S. Navy Photo" or "Official U. S. Marine Corps Photo."

(5) All precautions will be taken to protect such film from loss or damage, and all unclassified personal photography not designated "official" will be returned to the owner after review.

(6) When a photograph is selected for public affairs release,

(a) The photographer will receive credit for the work in the same manner as that afforded the military photographer;

(b) The original negative or transparency will be retained and assigned an official file number. It will then be handled as any other official photograph.

(c) At least one duplicate negative or transparency of each unclassified personal photo designated as official will be prepared and delivered to the photographer. A courtesy print of black-and-white photographs should also be provided the photographer.

**i. Requesting Non-combat VI Support.** The Atlantic and Pacific Fleet Commanders maintain mobile photographic teams composed of highly trained personnel available to provide specialized photographic support to the fleet and the shore establishment. Requests for services from these teams are governed by Fleet Commander directives. Marine Corps VI assets are discussed in reference (b).

(1) Requests for VI productions are governed by policy and procedures outlined in reference (1).

(2) News film and videotape of major news value will be forwarded immediately and, in the case of motion picture film, unprocessed, to the Joint Combat Camera Center. The package should be labeled:

R)

**NEWS FILM (or videotape)--DO NOT DELAY**

1361 Audiovisual Squadron  
ATTN: Joint Combat Camera Center  
Bldg. 3720  
Andrews AFB MD 20331-5997

**NEWS FILM (or videotape)--DO NOT DELAY**

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The Commander, Naval Imaging Command, and CHINFO will be notified of the forwarding of the material by separate correspondence including the subject, type and amount of footage or tape, method of delivery and estimated time of arrival in Washington.

(3) The original negative of motion picture photography of feature value (photography which will not lose its impact over a reasonable length of time) will be forwarded to the Naval Imaging Command with a copy of its forwarding letter provided to CHINFO.

**j. Retention of Official Photography.** Barring special handling instructions promulgated by proper authority, all still photography (black-and-white/color negatives, color slides) shot by designated Navy photojournalists (NEC 8148) or Marine Corps photojournalists (MOS 4322) shall be forwarded to CHINFO (Attn: Head, News Photo Branch) or DIRPA (Media Branch) for screening, possible release at the Seat of Government and entry into the permanent file maintained for the Navy and Marine Corps by the Commander, Naval Imaging Command.

(1) Unless special requests are made by the forwarding command or activity, the Naval Imaging Command shall return a Visual Aid Card indicating the serial number of all photos accepted into the permanent file. This number will enable commands to request duplicate photographs of permanently stored images.

(2) For photos not screened for entry into the permanent file, all negatives or slides will be returned to the forwarding command.

(3) Commands should make use of photos locally prior to forwarding same to CHINFO or DIRPA unless special directives call for immediate forwarding of material.

(4) If these procedures conflict with the handling of VI material employed as a "spot news release," the handling procedures outlined in subparagraph 0309f(4) and (5) above will take precedence.

**k. Navy/Marine Corps Review of Depository-released Photos.** Still photography kept on file at the DoD Still Media Depository and Record Center at the Naval Imaging Command must undergo security and policy review prior to release. Accordingly, prior to public release, the Naval Imaging Command shall forward still photos to CHINFO or DIRPA who will review them and, when circumstances dictate, forward the material for further review by the Assistant for Naval Investigative Matters and Security (OP-09N) or the Commandant of the Marine Corps (Code INTC-Counterintelligence) and other interested offices.

**l. Use of Photography in Advertising.** Any official photograph proposed for use in commercial advertising, publicity or promotional material must be reviewed by CHINFO or DIRPA prior to use. See Article 0307e (Commercial Advertising, Publicity and Promotional Activity).

**m. Release to Foreign Nationals**

(1) Requests for VI materials from foreign governments will be handled per reference (d). Other requests from foreign nationals received abroad will be

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handled in accordance with the instructions of the appropriate Unified Commander or other U. S. authority.

(2) When requests from foreign nationals are received in the U. S., it is normally best to transfer such requests directly to the appropriate office of the U. S. Information Agency.

(3) Requests involving photos will be reviewed on a case-by-case basis by CHINFO or DIRPA.

(4) Material may be furnished to known, bona fide representatives of foreign news or feature media residing or traveling in the U. S. on virtually the same basis as U. S. correspondents. Routine, non-controversial requests should be handled in the same manner as for U. S. media. If a command doubts the identity or affiliation of a foreign news media representative or questions the advisability of honoring such a correspondent's request, the request should then be forwarded to CHINFO or DIRPA for action.

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**0310 COMMUNICATION WITH ELECTED OFFICIALS, PRIVATE GROUPS AND INDIVIDUALS**

**a. General.** Besides releasing information to news media representatives, the Navy and Marine Corps also communicate directly with and provide information to individuals and groups. This is done through private conversation, responding to formal inquiries, writing articles and books, giving speeches, making public appearances and allowing visitors to take photographs aboard ships and shore stations.

**b. Answering Routine Congressional, State and Local Government Queries.** Commands frequently receive inquiries from U. S. Representatives, Senators and local or state officials. Most often, these inquiries center on issues of limited impact and can be readily resolved at the local level. The guidelines listed below generally apply to communication with local government officials as well as Congressional members and committees.

(1) If the shore activity is in routine contact with a particular state's congressional delegation and municipal government and the information request from the delegation is routine, local in nature and of negligible national or Navy-wide impact, the command may respond to the inquiry without resort to higher authority. Examples of routine inquiries of local impact include the following:

(a) A member of a U. S. Senator's staff calls a naval submarine base to inquire about procedures to obtain surplus materials no longer needed by the military. The PAO confirms procedures with the local base official representing the Defense Property Disposal Office, returns the staff member's call and provides information on procedures to obtain such property.

(b) A member of Congress writes a letter to the commanding officer of a Marine Corps air station requesting that a group of civic leaders from a nearby county be permitted to visit the air station on an organized tour.

(c) A representative of a U. S. Senator calls a naval station to inquire about civilian employment procedures there and requests the name and business telephone number of a point-of-contact.

(2) A command will consult the Chief of Legislative Affairs, CHINFO or DIRPA for guidance in handling a request for information from a congressional or local municipal official if:

(a) The command has no routine contact with the Member of Congress, staff member or other official making the request;

(b) The request is unusual or extraordinary; or

(c) The request has the potential for impact beyond the local level.

(3) If a member or committee of Congress requests newsworthy information from a command, the command will provide the information to the member of Congress and the news media as nearly simultaneously as possible unless instructions to the contrary are given by the Chief of Legislative Affairs, CHINFO or DIRPA.

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(4) When the subject matter of a news release may be of interest to a member of Congress, forward copies of the release to CHINFO or DIRPA for release to interested members and to other members or committees as appropriate. As a matter of protocol, Members of Congress should receive the information prior to its release to the public.

(5) Nothing in this article is intended to modify existing regulations concerning communication between Members of Congress and personnel of the Naval Establishment as individuals.

(6) Commands must scrupulously avoid any action which gives the appearance of influencing citizens or groups, including the internal audience, from contacting congressional or other elected officials to signal support for a particular Department of the Navy initiative.

(7) For guidance on the security review of information prior to its transmission to Congress, see references (m) and (n).

**c. Disclosure of Personal Information to Congress.** Per reference (m), commands and offices may disclose information pertaining to individuals that is otherwise protected by the Privacy Act to either House of Congress, or, to the extent of matters within their jurisdiction, any committees or subcommittees of the Congress. Commands may not disclose protected personal information to a Member of Congress acting in an individual capacity, even if made on behalf of a constituent, except as discussed below:

(1) Upon receipt of an oral or written request for personal information, the office or command will inquire as to the basis for the request. If the Congressional inquiry is prompted by a request for assistance from the individual to whom the personal records pertain, the requested information may be disclosed to the requesting Member or staff assistant.

(2) If the request did not originate with the individual to whom the records pertain, the command or office will inform the Congressional office that the information cannot be disclosed without the written consent of the individual concerned. If the Congressional office subsequently states that it has received a request from the individual or has obtained the individual's written consent for disclosure to that office, the information may be disclosed.

(3) If the Congressional office requests that the Department of the Navy (DON) obtain the individual's consent, the command or office will state that it is DON policy to avoid interference in the relationship between a Member of Congress and a constituent; DON, therefore, does not contact individuals who are subjects of congressional inquiries.

(4) If the Congressional office insists on DON cooperation, the command should make an effort to contact the individual concerned through the chain of command to determine whether the individual consents to the disclosure. If neither the Congressional office or DON obtains written consent, only that information required to be released under the provisions of the Freedom of Information Act will be released. See Article 0709 (Releasable Personal Information).

**d. Private Organizations and Individuals.** Public requests for information, pamphlets, photographs, biographies and other items must be met promptly. In

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most cases, commands should volunteer their assistance to individuals seeking information or materials not readily available. Requestors can be directed to established channels for obtaining certain materials (e.g., Government Printing Office for government manuals). If a request for information is refused, the reason must be fully and courteously explained. The following are guidelines in responding to requests for information from private organizations and individuals other than news media:

(1) Public inquiries should be treated rapidly and efficiently and with the same professionalism as media queries.

(2) A command must not do for one what it cannot do for all. (This rule does not apply to requests for information submitted by federal employee labor unions, because they are afforded certain rights to information under the Federal Service Labor-Management Relations Act. All such requests should be referred to the command labor relations specialist, counsel or staff or command judge advocate.)

(3) If the request concerns information outside the purview of the command receiving the request, the command should:

(a) Write the requestor an interim reply, indicating that the request has been forwarded to another command for reply and include the name and address of that command; and

(b) Write the appropriate command enclosing the request.

(4) Routine requests from foreign citizens are handled in the same manner as those from U. S. citizens, except for the following stipulations:

(a) Those who request more in-depth information, detailed photography or a visit to a Navy or Marine Corps installation should be referred to the U. S. Information Service office at the U. S. embassy in their country. The press attache will then refer the request to the Foreign Press Center, Washington, D. C.

(b) As a function of the information involved, the reply to a request for information may require review for security and conformance to policy at the Seat of Government. See Chapter Five (Security and Policy Review).

(5) Requests for information beyond the capability of the command receiving the request, especially requests involving extensive research on a wide range of Navy or Marine Corps topics, should be referred in the manner prescribed by subparagraph (3) above to CHINFO (Attn: Public Liaison Branch) or DIRPA.

**e. Writing for Commercial Publication.** Department of the Navy authors may write signed articles and books for commercial publication as long as they comply with applicable regulations, e.g., reference (i), and the following rules. In most cases, the appearance of an article written by a Department of the Navy author in an unofficial capacity should not replace customary public information channels as the public's principal means of receiving prompt, complete Navy and Marine Corps information.

(1) If a significant benefit can accrue to the national interest through general-circulation publication of material attributed to a naval official, as opposed

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to releasing the material through normal public information channels, a request with justification shall be submitted, via CHINFO or DIRPA, to ASD(PA).

(2) Material for publication on professional, political or international subjects must clearly state that opinions or assertions are those of the writer and are not to be construed as official or reflecting the views of the Department of the Navy.

(3) If the writing concerns or affects the plans, policies, programs or operations of the U. S. Government, DoD, Department of the Navy, the Navy or the Marine Corps, the author must submit the material for security and policy review per reference (d) and this instruction. In addition, if the writing deals with special categories of information discussed at length in Chapter Five (Security and Policy Review) (e.g., "Exhibit 12A" information, militarily critical technology, etc.), the author will submit the material for security and policy review prior to furnishing it to any publication or publisher. This includes official, professional publications which routinely publish bylined material and non-official, naval-related periodicals such as Naval Institute Proceedings, Seapower and Marine Corps Gazette. Note that Chapter Five (Security and Policy Review) requires intra-command review of material prior to submission to higher authority. Material should be submitted via the chain to OP-09N or, for Marine Corps matters, Code INTC (copy to CHINFO or DIRPA if of potential news value).

(4) A copy of the finished work should be forwarded to CHINFO (Attn: Public Liaison Branch) or DIRPA for courtesy review and filing and as a resource to answer questions should they arise. If queried, however, the Navy or Marine Corps will make no statement as to whether a work of fiction is a realistic or accurate portrayal.

(5) Medical personnel writing on clinical subjects or making public presentations on such topics shall submit manuscripts to the Commander, Naval Medical Command (COMNAVMECOM), for review and approval as per reference (h).

(6) A predominantly Department of the Navy or U. S. government interest must be served by naval personnel writing commercially who use government resources and time. To the extent that the task is official, no compensation for it can be lawfully accepted from anyone other than the government. Additionally, naval personnel are prohibited from accepting honoraria in excess of \$2,000 for any article, speech or other work. [Consult the staff or command judge advocate to review and discuss 2 U. S. C., Section 441i(b) (1982).] Civilian Presidential appointees occupying full-time positions which require the advice and consent of the Senate may not earn outside income in any calendar year in excess of 15 percent of their government salary (2 U. S. C. app. 4, Section 210). Further, the extent to which the Government contributes to the work directly affects the author's ability to secure a copyright. Similarly, any work undertaken in one's official capacity may not be copyrighted. [17 U. S. C., Section 101 (1982) and references (o) and (p) are germane.] Examples of cases of naval personnel who may write for commercial publication using government resources and time are provided below:

(a) Subject to the guidance above, Navy or Marine Corps civilian and military personnel whose official assignments are of unusual prominence or authority may be exempt depending on the subject matter of their writing. These



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individuals may author works dealing with national defense plans, policies and programs for exclusive publication under their bylines, may do so while on duty, using government resources and be assisted in this regard by personnel of their immediate staffs. Such material must be submitted for security and policy review.

(b) Subject to the guidance above and with the concurrence of the appropriate dean, Navy and Marine Corps educators, both military and civilian, serving at the U. S. Naval Academy, Naval War College, Naval Post Graduate School and similar institutions may write scholarly articles for commercial publication while on duty using government resources (e.g., library, word processor).

(c) In all cases, such writing must not interfere or conflict in any way with regularly assigned duties.

(7) Naval personnel may use no "inside information" to obtain commercial advantage for themselves or others; see paragraph 6b of reference (i). Restrictions on access to classified material which apply to non-DoD professional writers apply equally to naval personnel writing for commercial publication. Thus, Navy or Marine Corps writers enjoy no special privileges regarding access to classified or otherwise protected material if the purpose of that access is to assist them in their writing.

(8) Personnel who have executed nondisclosure agreements shall submit writings such as magazine articles and "letters to the editor" for review and clearance per those agreements. "Letters to the editor," magazine articles and other works written by naval personnel who have not executed such agreements need not be submitted if:

(a) There is no reference to the official capacity or duties of the author (i.e., it is not "official" correspondence),

(b) The author has not written the letter or statement based on "inside information" gained as a result of official duties and responsibilities as per reference (i),

(c) A security review is not required by Chapter Five (Security and Policy Review) or reference (d) (e.g., the material contains no "Exhibit 12A" information, etc.), and

(d) The letter or statement in no way discloses significant information which should be released to the public through customary public information channels [unless exempted as described in subparagraph (i) above].

(9) Members of the naval service on active duty and civilian officers and employees of the Naval Establishment may obtain copyrights on their work if privately prepared (i.e., not as part of their official duties), even when the work deals with a naval topic. See also reference (o) and (p).

(10) Members of the naval service who desire to include copyrighted material in their private or official work must obtain written permission from the copyright holder to use the material. See also references (o) and (p).

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(11) Reference (i) also levies limitations on writings or other works which are or could be construed as endorsements of commercial products, services and works.

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**0311 COMMAND INFORMATION BUREAUS**

**a. General.** A Command Information Bureau (CIB) is a temporary unit established to assist a command in meeting its public information responsibilities in an operation, exercise or other event in which media interest is high. Normally, the operational commander appoints the officer in charge of the CIB. In joint service efforts, a CIB is designated a Joint Information Bureau (JIB), and the OIC is usually the senior public affairs officer of all participating Service components.

**b. Planning Standards.** To assure that a CIB serves the commander effectively, CIB establishment and operation involves basic planning requirements.

**(1) Develop a Basic CIB Establishment Plan.** Emergencies and disasters allow little time for organizing an effective contingency response effort. Each command that performs a significant or recurring public information function must have a plan for establishing a CIB.

**(2) Consider CIB Establishment in all Contingencies.** Command emergency action or contingency response plans should include a decision point whether to activate a CIB. The key factor in making this decision is the likelihood of substantial numbers of correspondents or other public affairs requirements which would exceed normal public affairs staffing assets.

**(3) Activate the CIB in Advance.** When a commander or PAO foresees the need for a CIB, a timetable should be implemented which places personnel and equipment at the CIB site in advance of significant news media inquiries. A CIB may be established as much as 30 days in advance of an operation, exercise or other high-interest event. The important planning factor is to bring personnel and equipment together at a site early enough to be fully ready to execute a complete, well-rehearsed public information function.

**(4) Provide Standard Operating Procedures.** The CIB establishment plan should incorporate standard operating procedures understood by all members of the CIB team, including location of any news conferences, procedures for receiving and answering press inquiries, distribution of contingency questions and answers, etc. All CIB personnel assignments must be specified and published to all public affairs and other command personnel in advance (i.e., on a Watch, Quarter and Station Bill). While CIBs are staffed predominantly with public affairs personnel, the nature of the contingency, personnel shortages and other factors may dictate that the commanding officer task non-public affairs personnel to assist in the CIB.

**(5) Specify the CIB Release Authority.** The commander who orders the establishment of a CIB shall specify which individual is authorized to release information to news media and the public and make this decision a matter of record, normally in the public affairs plan or guidance directives. See Article 0303d(7) (Delegation of Release Authority). Instructions should specify conditions when the officer in charge of the CIB has release authority and when the commander retains release authority.

**(6) Rehearse CIB Activation and Operation.** Commands with the need to deal with news media in a contingency shall exercise both CIB activation and operation periodically. Exercises should be no-notice in nature and ideally be part of a command's routine administrative inspection or a larger command

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exercise in responding to a contingency. The exercises should include a developing scenario that leads to a commander's decision to activate a CIB, site selection and CIB staffing and handling of news media inquiries. The escort section of the CIB should also be exercised in escorting news media on-site for coverage purposes. [Review article 0804 (External Briefing on Handling of Emergencies). Local news media representatives may be asked to participate in CIB activation exercises as part of their indoctrination on Navy and Marine Corps procedures in responding to contingencies if their participation will not reveal classified procedures. Correspondent participation in CIB activation exercises should be on the record, and the comments of media about the exercise shall become part of the post-exercise appraisal or evaluation.]

- R) **c. Typical CIB Organization.** Each Command Information Bureau (CIB) organization and personnel skill mix will vary, depending on the size, duration and news media interest in the exercise, operation or major event. The CIB organization outlined below is intended as a planning guide. The structure can and should be modified to meet local requirements. The CIB is usually formed under a senior Navy-Marine Corps PAO (O-6/O-5) and has the following divisions:

- R) (1) **Media Relations Division.** Headed by the media officer, the division takes care of both external and internal media representatives covering an event. This normally includes internal combat or audio-visual teams, whose products will be released to external or internal audiences. Also see article 0823 (Naval Combat Documentation). Relationships with internal combat or audio-visual teams must be coordinated and priorities established early if related to non-public affairs (i.e. intelligence, civic affairs) purposes. A media escort and briefing section, composed of officers and senior non-commissioned officers and petty officers, with knowledge of the operation or the event and the needs of the various media representatives, will be the key players in the Media Relations Division. It is important to recognize that broadcast (radio-TV) media; daily print media; weekly print (news magazines) media; and still photographers all have different coverage needs.
- R) (2) **Administrative Support Division.** Usually headed by a local officer or senior non-commissioned or petty officer, who is familiar with the host base and local commands to arrange billeting, messing, transportation, communications, and other administrative and logistics support for news media.
- R) (3) **Liaison Division.** When an operation or event involves more than one service (joint) or involves an allied nation (combined) or special expertise is needed, a Liaison Division would serve to provide direct liaison or briefing support. For example, during an amphibious operation, CIB liaison officers may serve with the staff of Commander Amphibious Task Force when there is no full-time PAO available. The CIB liaison officer would arrange for ship embarks and media tours of amphibious task force units, etc. Another example is during a major inquiry or legal investigation, wherein a legal (JAGC) officer may be assigned as CIB liaison officer to brief PAOs and/or news media representatives on legal issues involved in the investigation. Another example is an allied liaison officer assigned to a CIB when allied forces are involved in an event or operation. The allied officer would brief on allied aspects of the event.

### d. Concept of Operation

- (1) During the exercise or operation planning process, the PAO conducts liaison with operational commanders to identify opportunities for

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combat documentation team coverage of military operations, embarkations aboard ships, etc.

(2) Upon arrival at the CIB site, the public affairs chief establishes the CIB operations center that will be staffed by the media chief, the senior media escort officer and support chief. The media center will include a suitable location for media briefings and news conferences.

(3) The media chief briefs documentation teams and deploys them for their initial assignments. (Ideally team composition will be sufficient to cover every major aspect of an operation in keeping with established priorities.)

(4) Combat documentation teams will submit stories and film to the Media Chief for processing, editing and clearance.

(5) Clearance of all materials proposed for release will proceed in accordance with previously arranged standard operating procedures and the instructions from the commander stipulating release authority. Stories will normally be submitted to the public affairs chief for initial clearance. Certain stories involving accidents, adverse incidents or host-nation sensitivities may require high-level review and transmission by message for review and approval. Cleared stories and materials will be reproduced and distributed by the Media Section or commands otherwise designated.

(6) The CIB should maintain a comprehensive press kit for the operation which should contain biographies and photographs of appropriate commanders involved in the operation or event, unit missions, history fact sheets, basic news releases regarding participating units and appropriate operational background.

(7) When possible, the combat documentation teams should be guided by the preparation of editor assignment sheets. These are locally produced forms which convey to writers and photographers the type of story desired (i.e., feature, interview) photographic coverage envisioned, location of the unit or individual to be covered, target audience for the work and intended distribution.

**e. Responsibilities.** The following should be adapted as needed and specified in the public affairs guidance, operation order or contingency plan, as appropriate.

**(1) Commander/Commanding Officer**

(a) Orders establishment and deactivation of the Command Information Bureau.

(b) Specifies the individual(s) with information releasing authority.

(c) Ensures an effective system of security and policy review.

(d) Provides support services to news media and provides opportunities for news media coverage in keeping with operational security.

**(2) Public Affairs Officer/OIC**

(a) Establishes liaison with all senior and subordinate commands and their respective public affairs elements.

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commander. (b) Serves as information release point as directed by appointing

posed for release. (c) Provides for clearance by higher authority of materials pro-

news media. (d) Arranges for briefing officers to provide information to the

conferences and coverage of major events. (e) Makes arrangements for news media arrival, briefing, news

### R) (3) Deputy Director CIB

(a) Assists the PAO in accomplishing mission requirements.

(b) Supervises the administrative support officer, media officer and liaison officer.

### (4) Media Officer

A) (a) Ensures availability of press kits, transportation disclaimer forms (See Fig. 3-1), CIB office equipment and files.

(b) Supervises preparation of editor assignment sheets.

(c) Supervises distribution of news releases and other materials to news media.

(d) Coordinates with the appropriate command for media support services (i.e., berthing, messing, etc.).

(e) Prepares the daily news summaries and periodic news release proposal messages.

(f) Ensures the press center is prepared with seating, coffee, water, press kits, audiovisual support, etc.

### R) (5) Administrative Support Officer

(a) Provides security to CIB equipment and spaces.

(b) Maintains a telephone and radio watch.

(c) Maintains and distributes the message board.

(d) Maintains CIB Operations Log

(e) Puts all messages, releases, etc., into finished form.

(f) Distributes releases.

(g) Supervises expenditure of CIB funds.

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**(5) Media Chief**

- (a) Ensures appropriate internal information coverage of the operation or event.
- (b) Prepares editor assignment sheets.
- (c) Supervises and directs the combat correspondent teams.
- (d) Edits all copy and maintains file copies of all releases.
- (e) Coordinates the processing of film and editing of videotape with the nearest facility.

**(6) Senior Media Escort Officer**

- (a) Coordinates media relations and civilian media visits for press coverage of the operation or event.
- (b) Briefs escort officers on their duties and responsibilities.
- (c) Provides civilian reporters with unclassified information regarding missions, capabilities, operations and accomplishments of the participating units, subject to restrictions in the public affairs annex of a pertinent operation order.

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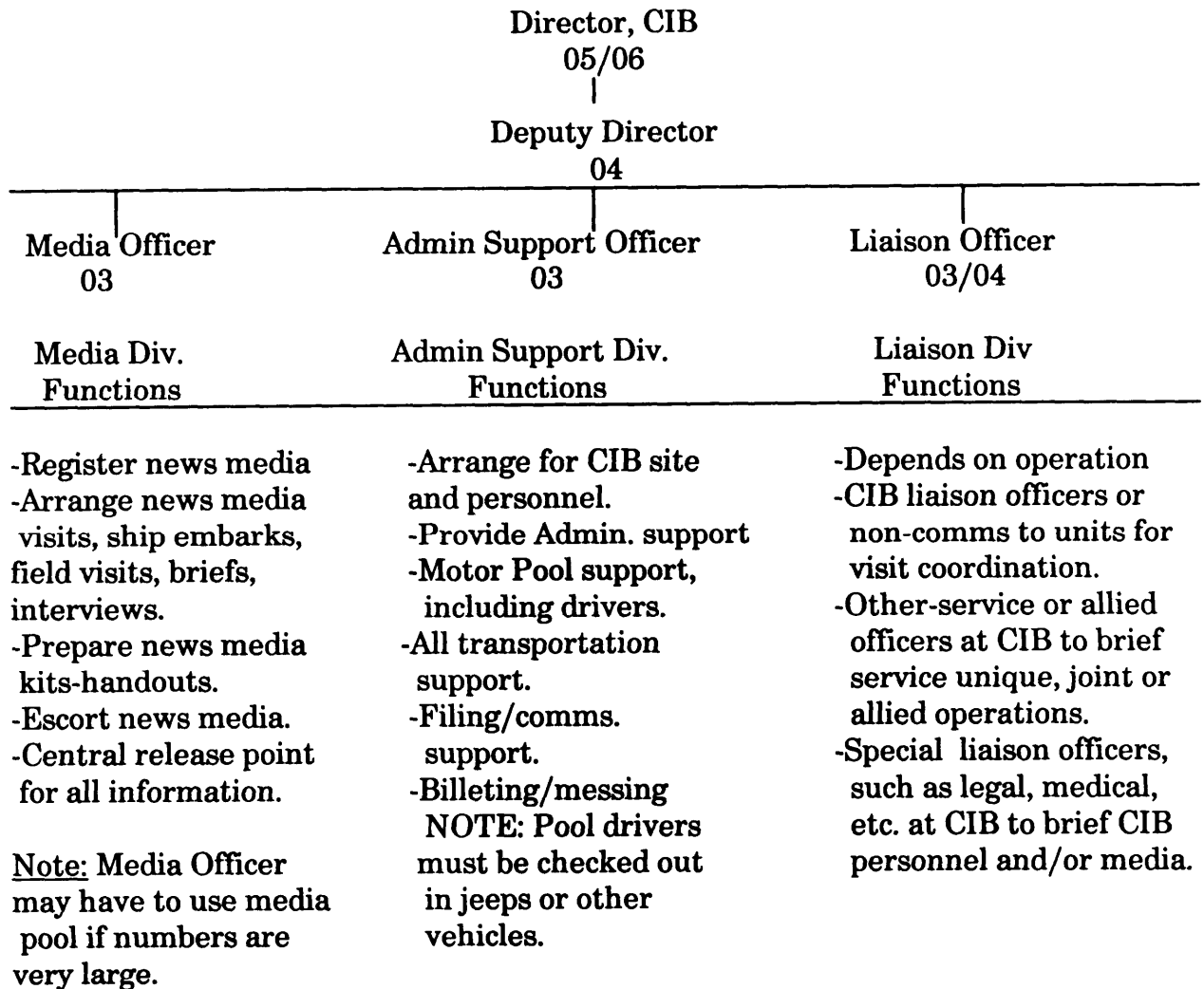
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## G-0311 COMMAND INFORMATION BUREAUS

a. **General.** This page contains a recommended organizational diagram for a command information bureau and provides basic functional descriptions.

Audiovisual Officer.

Audiovisual/electronic news gathering activities have requirements different from print or

radio media. The Audiovisual Officer, under the Media Officer, may be required to coordinate photo opportunities, arrange platforms and make arrangements separate from those made for correspondents and reporters. Navy audiovisual teams will also be present at most CIBs. An early decision must be made as to whether Navy AV assets will be treated the same as civilian media, or handled separately and given more access than their civilian counterparts. Depending on the situation, either may be appropriate. In any case, the decision must be made early.

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